



## EUROPEAN NEWS

## Commission defends its support for IT research

EUROPEAN Community programmes have helped galvanise European information technology (IT) companies into doubling their research and development spending over the past four years and raising their market share, according to a senior community official, writes David Buchan.

Mr Michel Carpenter, director general of the European Commission's IT division, will use a speech in Stockholm today to rebut criticism both inside and outside Brussels that the commission is siphoning away large amounts of money on R&D projects which have failed to make European industry more competitive.

Mr Carpenter claims that community R&D programmes, amounting to Ecu1.7bn (£23.9bn) over the 1980-94 period, "constitute the most efficient policy instrument for the European Commission to promote the competitiveness of European industry".

They are the best way, he says, of reversing "the vicious spiral whereby IT companies, making inadequate profits from low margins with inadequate market shares, can no longer afford the R&D to develop innovative and competitive new products."

Clearly stung by criticism from other EC officials cited in the Financial Times earlier this week, Mr Carpenter says that in the first five years of the Esprit programme, 122 projects contributed to new products or services, 118 to tools and methods used outside Esprit and 43 to international standards.

The Commission is putting Esprit's wares on show in a major exhibition in three weeks time in Brussels.

Yet public questioning of some Community R & D has found a certain high-level echo within the Commission this week, one official admitted.

According to an advance text of his speech today to the Swedish Academy of Engineering Sciences, Mr Carpenter conceded the need for Brussels to make an additional effort to coordinate policies aimed at "more horizontal" goals, to give users, as distinct from producers, more weight in innovation, and to consider "a new distribution of tasks" between the Commission and EC member states. This last issue might be tackled when governments meet shortly to negotiate political and economic union.

There is no question of Brussels trying to keep going all research teams whose national funding has dried up, Mr Carpenter says, pointing out that the Commission only backs one in five proposals submitted. The Commission, however, plays no dirigiste role because this "rigorous selection" of projects is based on independent expertise. Brussels leaves intellectual property rights to the companies involved, but obliges them to share the fruits of R & D among themselves.

## Shop turn-over

The Czechoslovak parliament yesterday overwhelmingly approved a law to turn over to private hands about 100,000 small shops and enterprises nationalised in 40 years of communism, Reuter reports from Prague.

## Czechoslovak PM favours VW proposals for Skoda

By William Dawkins in Paris

RENAULT and Volvo yesterday received a discouraging response to their joint offer for a partnership deal with Skoda, the Czechoslovak car maker, apparently improving the chances of Volkswagen, the rival suitor.

Mr Marian Calfa, the Czechoslovak prime minister, said the German approach was "more shrewd" and showed "that they know our mentality better."

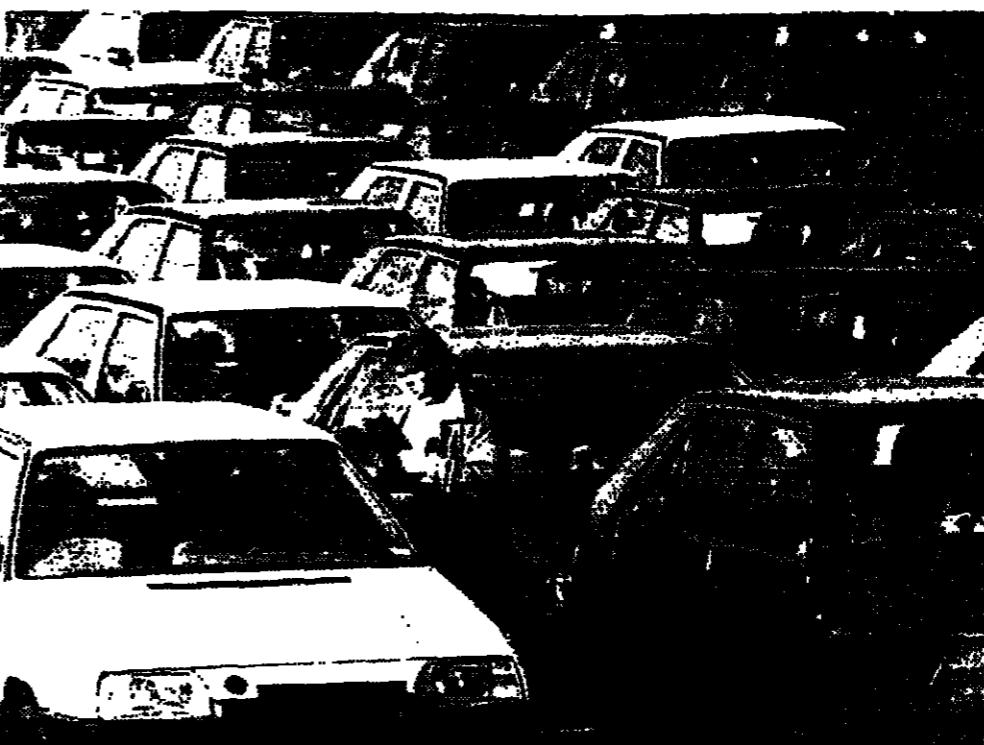
He told *La Tribune de l'Expansion*, the financial newspaper: "The French arrived late on the scene ... Secondly, the French started by visiting ministries, while the Germans went to factories. Thirdly, the French came here while the Germans invited our people to Germany. Fourthly, you must understand that these (the Germans) are our neighbours."

Renault and Volvo initially

had proposed production of a single small car, said by Mr Calfa to be out of touch with Czechoslovakia's real needs for a larger family-sized vehicle. He made no reference to the content of a second proposal from Renault and Volvo, for production of two cars, a small vehicle and a family range, larger than Skoda's two-year-old Favorit hatchback. Both are entirely new models, which had been prepared for future Renault ranges.

Another other new element in the French and Swedish proposal, asked for by the Prague government and presented by Renault in Prague a week ago, is a FF1400m technical training scheme for Czechoslovak engineers.

Renault officials expressed polite bafflement at Mr Calfa's remarks.



Skoda cars are checked before release from the Mlada Boleslav factory

## Nato ushers in new era — and Soviet marshal

By David Buchan in Brussels

NATO'S MILITARY chiefs yesterday ushered in a new era with an annual strategic review that included a friendly meeting with their Soviet counterpart and a new focus on such areas of instability as the Middle East.

Marshal Mikhail Moiseyev, the Soviet chief of staff, paid his first visit to Nato headquarters and told the western alliance's military committee that his country had no threatening designs on any country.

Gen Eide echoed calls by Nato's international staff, led by its secretary general, Mr Manfred Wörner, for a redefinition of what threats were considered to be in Nato's ambit.

Recalling that Nato leaders had explicitly reconfirmed their guarantee to Turkey against any Iraqi attack, the general said: "We are taking steps to monitor this, because we have the responsibility to respond." But for the moment, he said, there was no indication of an imminent threat to Turkey, Nato's most easterly ally which borders on Iraq.

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Nato's military contacts with Moscow would proliferate and was confident that Nato, which now faced "a multitude of risks rather than a single identified enemy," would increasingly agree with the Soviet Union on areas of common interest such as the Gulf.

This made clear that Nato's inherently conservative military is now following closely behind their political leaders in rapprochement with Moscow.

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## Lufthansa takes off for Berlin at the weekend

By Leslie Collett in Berlin

LUFTHANSA, the German airline, will again rule the air routes to Berlin when it begins regular flights to the German capital on Sunday for the first time since the Second World War.

With the end of the western allies' monopoly on air links between west Germany and Berlin, Lufthansa will control nearly 60 per cent of the market. British Airways is fighting to hold on to the highly lucrative remaining share which Lufthansa and the German Transport Ministry insist it should relinquish over the next two years.

Mr Horst Wagner, the head of Berlin's transport department, criticised Lufthansa for failing to make use of Schönefeld Airport but was reminded by an official of the state-owned airline that it flew where its customers wanted it to go.

Mr Burkhard Kieker, Lufthansa spokesman in Berlin, said yesterday the airline was also considering boosting its 49 per cent share into a majority stake in Air France's Euro-Berlin which serves the city.

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## US budget plan shifts tax in progressive direction

Peter Riddell on congressional estimates that show changes in burden along lines sought by Democrats

The latest US budget plan has shifted the balance of tax changes in a more progressive direction, as congressional Democrats have been pressing.

While final details were still being worked on yesterday, preliminary estimates by the staff of the joint committee on taxation show how the impact has changed since the original "budget summit" plan, which was rejected by the House of Representatives three weeks ago.

The accompanying table shows changes in the burden both of federal income and indirect taxes for differing income groups. There has been a clear shift in a progressive direction, both at the bottom

and top ends of the income scale.

The shift reflects both changes in income taxes — now focused on the better-off — and a scaling back of increases in indirect taxes, especially on petrol, which have a larger relative impact on lower income groups.

Overall, the share of the total federal tax burden paid by those earning more than \$200,000 a year will rise from 14 to 16 per cent.

In detail, the latest plan estimates:

- **Lowering out the "bubble"** in the tax code by raising the top marginal rate from 28 to 31 per cent for those earning more than \$105,000 a year (the exact threshold depends on

US BUDGET PROPOSALS: PERSONAL TAXATION: % CHANGE FOR EACH INCOME GROUP			
Annual gross income levels	Original Plan	Senate Plan	House Plan
\$10,000	+7.6	0	-1.3
\$30,000 to \$40,000	+2.9	+2.8	+1.0
\$75,000 to \$100,000	+2.1	+2.5	+1.5
\$200,000 plus	+1.7	+3.7	+7.4

Source: Joint Committee on Taxation of US Congress and Financial Times

whether filings are joint or single) and cutting the rate from 38 to 31 per cent for those earning between \$78,000 and \$185,000.

- **Phasing out the personal exemption** Worth \$2,050 per individual on a graduated basis (starting at \$100,000 and ending at \$225,000 for single filers and \$150,000 to \$275,000 for couples). For a family over the

threshold, each dependant or child would therefore equal an increase of 0.5 percentage points in the top tax rate.

Three per cent of deductions from tax would be disallowed above \$100,000, indexed for inflation, for single filers and \$150,000 for couples. But this limit would disappear after five years.

• The net effect would be to establish a marginal tax rate of nearly 32 per cent for families of four earning between \$100,000 and \$150,000, of 34 per cent between \$150,000 and \$225,000, and of 32 per cent for those above that level. So in effect a new bubble in the tax system would be created.

- Both the corporate and individual alternative minimum tax rates will be increased — from 20 to 22 per cent and from 21 to 25 per cent respectively. These limit the scope for reducing tax liabilities.

As a minor concession to the White House, the top capital gains tax rate will be set at 28 per cent, rather than at the top

marginal rate of income, as has applied since the 1986 tax reforms. This only benefits those now paying a 33 per cent rate.

The main other tax change from the original package is that the increase in the federal petrol tax would be only 5 cents to 14 cents, instead of a 12-cent rise, as originally proposed. However, unlike the original plan, heating oil tax would be left unchanged.

The overall effect is to broaden the base of US consumption taxes and to move away, to a limited extent, from the principles of the 1986 tax reform act, which sought to simplify the tax code by reducing the number of rates and scope for loopholes.

## Silber shockers hit home among disenchanted voters

Martin Dickson on the blunt-speaking Democrat seeking to be governor of Massachusetts

**M**r John Silber is that rare being, a politician who says exactly what he thinks. He is blunt to the point of rudeness; his voice often quivers with anger or contempt; and over the past few months he has made so many contentious policy statements that a phrase has been coined to describe them — Silber shockers.

The 64-year-old president of Boston University and would-be governor of Massachusetts is unorthodox in other ways too. He is running on a Democrat ticket in one of the most liberal-leaning states of the union, yet in the past he has voted for that arch-Republican, Mr Ronald Reagan.

His diagnosis of America's ills — delivered with the high moral certainty of a puritan preacher — is distinctly conservative and far from comforting.

US society is seriously sick, he says. It is ravaged by a drugs epidemic; its schools turn out millions of functionally illiterate graduates; the family is breaking down as a social unit; and television is teaching children "nihilism sweetened with hedonism" — instant gratification from food, sex and images of violence.

In normal times all this might seem like a sure-fire recipe for political oblivion, but in Massachusetts the times are far from normal.

That fact was brought home to the political establishment last month, when Mr Silber, an outsider running for office for the first time, achieved an upset by winning the Democrat primary against a safe party-insider, the dour but worthy Mr Francis Bellotti.

Texas-born and an academic philosopher by training, Mr Silber won because his independence of mind, refusing to kowtow to the establishment and contempt for the state's ruling Democrat establishment microcosm, a deep disillusionment among voters.

They, rightly or wrongly, feel betrayed by the outgoing Democrat governor, Mr Michael Dukakis, over economic matters.

During the 1980s the state recorded a remarkable spurt of economic growth — the so-called Massachusetts miracle. Mr Dukakis, the dominant force in state politics for the past 15 years, claimed much of the credit when he ran unsuccessfully for the US presidency two years ago.

But now the miracle is no more. New England, of which Massachusetts forms the heart, is in recession and unemployment and taxes are rising as property prices slump.

Massachusetts is, nevertheless, an overwhelmingly Democrat state. It is the home base of the Kennedy family and, having cleverly distanced him-



### US MID-TERM ELECTIONS

self from the establishment, Mr Silber must be the frontrunner in the race for governor.

Yet the angry mood of the electorate and the particular nature of the two candidates, neither of whom conforms to party stereotypes, mean that voting patterns in 1990 are unusually unpredictable. The Republicans could snatch their first gubernatorial victory here in two decades.

Their candidate is Mr William Weld, a lawyer in his mid-40s, who represents the rebirth of a near-defunct political animal, the so-called Boston Brahmin — someone born into Old New England money yet with liberal leanings. Previous incarnations include Repub-

lican state legislature to his fiscal sense.

Mr Silber, whose platform includes much Keynesian pump-priming capital investment, has the support of business when he says passage of Question 3 would mean huge and instant cuts in government services and would be a recipe for "economic meltdown".

While attacking the Dukakis administration's economic record, and promising to cut out wasteful spending, he says this will take time. He will achieve the aims of Question 3, but over three to four years.

To support this contention, Mr Silber points proudly to his record at Boston University, which was a financial black hole when he became president in 1970 and is now a highly respected academic institution.

As he told Mr Weld in a recent televised debate: "I have the management, executive and fiscal experience so singularly lacking in your career."

Mr Silber's credentials as a social reformer have also been burnished by a unique and nationally renowned programme under which Boston University has taken over the running of schools in Chelsea, one of the city's most deprived districts.

His "tell it like it is" style and social concern go down well among traditional, conservative blue-collar Democrats, once the backbone of the party, who drifted away in the 1970s and 1980s as Mr Dukakis wooed more affluent liberal voters in the suburbs.

By contrast, Mr Weld's liberal views and tax-cutting policies have some appeal to suburbanites and others who are worried about certain aspects of Mr Silber's character, the flipside of which is a stern, schoolmastery intensity, a certainty in the correctness of his views, and a reputation for arrogance.

Mr Weld, capitalising on this, has dubbed him "Doctor know it all".

Mr Silber's stewardship of Boston University has not been all plain sailing. In 1976 he suffered a staff mutiny, which was only quelled when the institution's trustees backed him. Supporters say he is dedicated and charming, and uses confrontation as a means of reaching the truth. Enemies describe him as "intolerant of dissent, and vindictive".

So, to a large extent, the election is likely to turn on whether voters think he is temperamentally suited to be governor.

People are wondering honestly whether they would unleash too much if they were to unleash him," says Mr Martin Linsky of Harvard University's Kennedy School of Government. "Do they want to see him on their TV screens every night for the next four years?

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Mr Weld, a tall, red-haired man with obligatory degrees from Harvard. He has an amiable, if slightly wooden, manner, five photogenic children and a wife who is a grandchild of President Theodore Roosevelt.

He is a lawyer who served in the early 1980s as US attorney for Massachusetts, where he gained a reputation as a tough prosecutor, notably in the fields of white-collar crime and the environment.

On the campaign's biggest issue — the economy — the two are true to their party colours.

The laissez-faire Mr Weld supports a controversial referendum initiative on the November 6 ballot paper — so-called Question 3 — which would roll back taxes to their 1988 level. He argues that only this will bring the Democrat-

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### Mohawks visit World Court

A GROUP of Canadian Indians visited the World Court yesterday to see whether they could take allegations of police repression to the legal arm of the United Nations, a court official said. AP reports.

The official said approximately 15 Mohawk Indians were among a delegation touring Europe to gather support for the Indians following last summer's showdown between the Mohawks and police in Oka, Quebec.

The group toured the Peace Palace, home of the World Court, and asked several questions about article 34 of its statutes, according to the court official, who spoke on condition of anonymity.

Article 34 says the International Court of Justice, also known as the World Court, may only try disputes among nations.

In 1986, the court turned down a request by the Mohawks' Six Nations Confederacy to consider a land claim because of that statute.

### US relaxes immigration controls

CONGRESSIONAL negotiators have reached agreement on allowing hundreds of thousands more immigrants into the country, particularly those with new job skills, Reuter reports from Washington.

The last hurdles to the legislation were removed on Wednesday night. A compromise was reached when House and Senate sponsors of competing bills agreed to establish special visas for foreign investors wishing to start businesses in depressed rural and urban areas.

There was also agreement to provide a temporary legal haven for Salvadorans fleeing violence.

"It's a good blend," said Senator Alan Simpson, who had threatened to block the legislation's passage if greater emphasis were not placed on screening applicants for criminal records and skills needed in the US. He had also called for stronger measures to deport illegal immigrants.

The US had few formal immigration policies until the 1920s, when country quotas were first established.

Those quotas were changed

which is used, but the shortage of foreign exchange which determines the exchange rate. If foreign exchange is short, the currency will be devalued.

Behind the arguments, however, is clear concern within the administration that previous policies have failed to pull the economy out of its quagmire. With a foreign debt of \$45bn - at a per capita level higher than Latin America's larger debtors - the economy is strapped for foreign currency to meet its obligations.

Structural adjustment programmes implemented by Mr Seaga were unpopular and are widely held to have contributed to his heavy defeat in the last general election.

Central bank officials said the economy is likely to grow by about 3 per cent this year, against 4.5 per cent last year, aided by expansion in key sectors such as bauxite, tourism, sugar and bananas. The merchandise deficit of \$290.5m in the first seven months of this year was \$171m less than that of the corresponding period last year.

But successive governments have not found the money to rebuild social services such as health and education and make any significant, long-term, impact on unemployment. The fall in the value of the currency and the increased cost of oil has led to a round of price rises which will severely affect the poor among Jamaica's 2.3m population.

Government officials have promised a further freezing of exchange controls, credit and wage restrictions. Mr Manley says that, despite the cost, the government will press ahead with the programme.

"It is not going to be easy to move from old patterns and habits to new conditions," the prime minister said. "But the more carefully we manage this period of transition, the quicker we will emerge on the other side with a more efficient economy."

## President of IADB sets new date for visit to Peru

INTER-American Development Bank president, Mr Enrique Iglesias, said he would reschedule a visit to Peru to November 4 and 5, when he will lead a team to consider new loans for the country after a five-year freeze. Reuter reports from Washington.

Mr Iglesias was due in Peru next Monday, but decided he needed more time to set up a mission to assess Peru's credit needs. "We needed more time to set up the team," he said.

Mr Iglesias will be the highest-ranking financial official to visit Peru since President Alberto Fujimori took office on July 3.

Mr Fujimori has promised to mend fences with the country's creditors.

The team will study new projects suspended since 1988, when former leader, Mr Alan Garcia, alienated Peru from the financial community by putting a cap on foreign debt payments.

The World Bank last week sent a team of more than 20 technicians to study Peru's financial needs. The country, which has a total foreign debt of \$20bn, is seeking a loan of \$6bn from industrial countries in order to clear its arrears to financial institutions.

### Brazil is 'non-nuclear'

A Brazilian general and a former senior official have told a sceptical Congress that the military's nuclear programme was never intended to develop an atomic bomb. Reuter reports from Brasilia.

"I am not convinced that there is no intention to make a bomb," federal deputy, Ms Anna Maria Rattes, was quoted as saying in yesterday's edition of the Jornal do Brasil.

Ms Rattes chaired a closed session on Wednesday of the congressional panel investigating the military's nuclear activities.

### French killed in crash

Cuba's Civil Aviation Institute said yesterday that three French nationals and a German citizen were among the 10 people killed when a Cuban airliner crashed near the eastern city of Santiago de Cuba on Wednesday. Reuter reports from Havana.

The institute had originally identified the four foreigners killed as Germans.

It named the dead as Fran<sup>c</sup>ois Charlet, Henry Amic and Joseph Pinos, all French, and Barbel Wablers, a German woman. The remaining six killed were Cubans.

Of the total 21 injured, 19 were Spanish tourists.

The other nine were Cubans and included a popular singer, Miguel Angel Pin, who was in critical condition.

The Soviet-made Cubana de Aviacion YAK-40 crashed early on Wednesday in an isolated wooded plateau with no access roads. Officials said difficulty of access to the site hampered rescue efforts.

## Manley moves to deregulated state

Canute James on Jamaica's shift away from a state-driven economy

MR MICHAEL Manley, the prime minister of Jamaica most usually associated with a belief in the state-driven economy, has set the country on the course of what he calls widespread deregulation. Just over a decade ago, Mr Manley's administration had been committed to a policy of state control of the "commanding heights" of the Jamaican economy.

"We are making a radical change in direction," said Mr Manley. "This will, among other things, involve the free play of market forces in the determination of prices. This is the only way that we will begin to ensure, in the long run, efficient use of our resources. The state is not ideally suited to create additional production through direct involvement in productive activity."

The new direction indicates the degree to which Mr Manley's opinions have changed in the past 10 years. However, the promised deregulation is also intended to meet International Monetary Fund conditions for the negotiation of a credit facility.

Current efforts at deregulation are more fundamental than those undertaken by the previous government of Mr Edward Seaga, a conservative who took office on a pro-business platform.

Mr Seaga dismantled an unwieldy system of import controls through licensing, brought some order to the tariff system and started the divestment of some state enterprises.

The most dramatic of Mr Manley's moves so far has been the floating of the Jamaican dollar.

The currency's parity had been fixed by the government but was subject to frequent devaluations, falling by a cumulative 70 per cent under Mr Seaga's administration in the 1980s. It has fallen by a further 21 per cent since Mr

Manley took office 20 months ago. Michael Manley, the prime minister (left), has taken deregulation further than Edward Seaga, his predecessor. Manley took office 20 months ago.

rates following the government's earlier decision to deregulate the minimum rate.

The government had previously given up setting petrol prices, leaving this to the marketing companies. But it increased its tax take from the industry and this, with higher oil prices, has led to an increase in the cost of petrol.

The price of petroleum products to the marketing companies is set by the island's oil refinery, which is owned by the government.

There are clear political advantages for the government in its new policy. Currency devaluations and petrol price increases are unpopular, but now it is the market, not the government, which is to blame.

The new direction in economic policy has been welcomed by the island's business community which has suggested that the pace of deregulation should be increased.

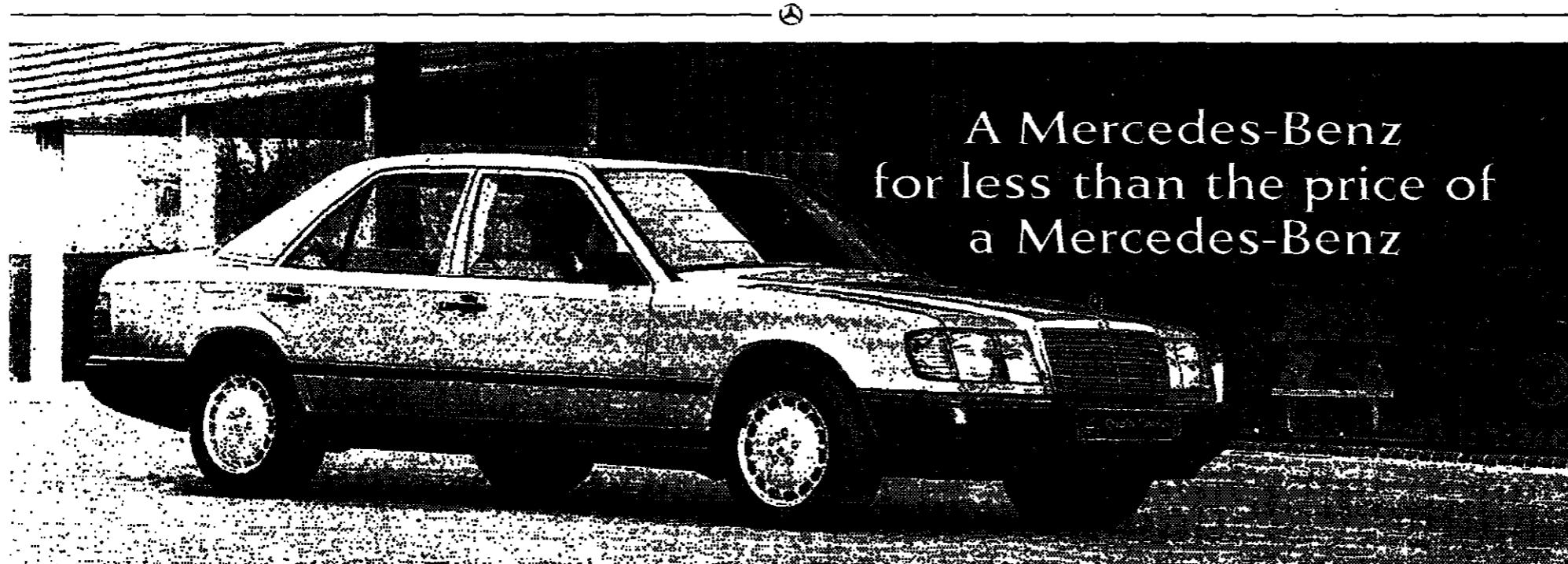
But Mr Seaga, now the opposition leader, has been critical, calling the deregulation of the economy an "abandonment of responsibilities".

"Government is not running the economy, the economy is running the government," he said. "It is not the system

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## INTERNATIONAL NEWS

**Iraq 'puts explosives on Kuwait oil wells'**

By Jimmy Burns

THE IRAQIS have rigged more than a quarter of Kuwait's oil wells with explosives as a precaution against a western military attack on Iraqi held territory, according to a senior engineer working as a supervisor for the Kuwait Oil Company.

The engineer, Lebanese-born Mr Nabil Akel, was working for the KOC, now controlled by the Iraqi Ministry of Oil, in the company's headquarters at Ahmadi until last week when he and his family left the Gulf for London.

Although Kuwaiti exiles have previously reported the Iraqi mining of the oilfields, this is the first detailed information to emerge. Mr Akel said more than 300 of Kuwait's 1,000 oil wells were rigged.

Explosive devices, he said, had been attached to the 'Christmas tree' - the head of a well - in a way that could easily be detonated either by remote-control or by gun-fire.

Mr Akel, who has 20 years experience of working in the industry, provided additional raw intelligence on conditions within Kuwait which confirms suggestions that President Saddam Hussein might withdraw his troops to the lines of Iraq's newly extended province of Basra, Saddamiyat al-Mita.

**Libya declares day of mourning**

Libya will cut itself off from the world today for a national day of mourning commemorating the 75th anniversary of the start of Italian colonial rule, Reuters reports.

The Libya news agency JANA, received in Nicosia, Cyprus, said the day had been declared a national day of mourning "for the victims of Italian colonialism".

The agency also said that communications, including all flights in and out of the country, would be cut for 12 hours from dawn.

He said the Iraqis had virtually completed a demarcation line of concrete and barbed wire and security spotlights stretching "for miles" between Jahra and Saddamiyat al-Mita.

The KOC is now headed by Mr Saad Faraj Muthanna, an Iraqi administrator with apparently little experience of the oil industry. He is being backed up by more than 100 engineers brought from Baghdad. A group of western hostages is being held in a camp adjacent to the Mina Al Ahmadi refinery.

Other details of the Kuwait oil industry were as follows:

• Gathering centres: only two are fully functional, providing the equivalent of 10 per cent normal production. Engineers are maintenance workers working 16-hour shifts. This is to maintain operation of power stations at Doha and Basra.

• Employees: intelligence on the Kuwaiti oil layout was provided to the Iraqis prior to the invasion by a KOC employee.

Subsequently Kuwaitis were told to hand over all plans and the layout of the oilfield or to face imprisonment. Mr Bader Rayab, KOC chief accountant, was shot three weeks ago by Iraqi troops for refusing to hang up a portrait of Mr Saddam in his office. The workforce is now made up by some 50 per cent of Kuwaitis completed by Asian and other Arab nationalities.

• Brutality: Akel claims to have glimpsed bodies piled up in Kuwait City's main ice-rink.

He also visited a Moslem cemetery near Riqqa where caretakers said they had washed and buried more than 100 bodies of Kuwaitis showing signs of torture.

Company have been taken away to Baghdad.

• Pipeline: Two weeks ago Iraqis gave orders for the valves of the oil system which had previously been linked to the export terminal (the outlet was cut off as a result of sanctions) to begin to be repositioned to allow for pumping of oil through a newly installed pipeline between Kuwait and Basra.

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Nabil Akel: out of Kuwait with news of Iraqi military actions, including the mining of 300 oil wells

**Britain to reopen its embassy in Tehran**

By Robert Graham

BRITAIN will open its embassy in Tehran on Sunday, marking a further stage in the normalisation of relations between the two countries.

Relations were broken off 18 months ago over the publication of Mr Salman Rushdie's novel *The Satanic Verses*. The Iranian leadership claimed the content of the Pakistani-born writer's novel was blasphemous and issued an edict calling for his death.

Patent diplomacy, coupled with moves by Iran to ease the Gulf crisis to break its international isolation, led to an agreement on September 27 to restore diplomatic relations.

The agreement was reached by Mr Douglas Hurd, the British foreign secretary, and his opposite number, Mr Ali Akbar Velayati, at the United Nations.

The British mission will be opened by a staff of five, led by Mr David Reddaway, a farsighted speaker married to an Anglo-Iranian with experience of pre- and post-revolutionary Iran.

Sensitive outstanding issues include the plight of Mr Roger Cooper, a businessman who has been held in a Tehran prison since 1985 for alleged spying, and the call by Iran's late spiritual leader Ayatollah Ruhollah Khomeini for Mr Bushido to be killed.

Britain had hoped to resolve these problems before resuming diplomatic relations, but settled for a more pragmatic approach - recognising the importance of Iran both as a key player in regional security and as an export market.

The resumption of relations is expected to intensify efforts to accept an Israeli report as anywhere near sufficient.

The US has now voted against Israel in the UN twice in 12 days, in sharp contrast to its usual defensive role.

• Reuter adds from Jerusalem: The Israeli-American alliance, strained for months by Israeli Prime Minister Yitzhak Shamir's rejection of US-proposed talks with Palestinians, suffered a setback when Washington piloted a first condemnation through the Security Council on October 12.

Washington, trying to preserve its coalition with three Arab states against Iraq, backed sending the UN mission to Jerusalem.

**South Korea sets policy to achieve 7 per cent growth**

By John Riddington in Seoul

THE SOUTH Korean government will ease credit restrictions and increase policy support for manufacturing industries to attain a real economic growth rate of 7 per cent next year, the economic planning board (EPB) announced yesterday.

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tax exemptions for high technology industries and the increased availability of funds from financial institutions such as the Industrial Bank of Korea and the Korea Development Bank.

Manufacturing companies will also receive preferential treatment in obtaining foreign currency loans, while tax credit rates for investment in factory automation will be raised from 10 per cent to 15 per cent. Exports are forecast to grow by a relatively modest 7 per cent to \$64.5bn the report said.

As a result, the current account deficit is expected to increase from \$1.5bn to \$2bn.

Investment growth is also expected to slow, increasing by between 10 and 13 per cent, compared with an estimated 12 per cent this year.

In a separate announcement, the Bank of Korea said yesterday that the country's national savings rate was continuing to fall. The domestic savings rate, which was 38.1 per cent in 1988, slipped to 33 per cent in the first half of the year.

**Students protest over arrest**

THOUSANDS of students, hurling rocks and firebombs, clashed with riot police in Seoul and five other cities yesterday to protest the arrest of a fugitive student leader, AP reports.

Song Gap-suk was arrested on Wednesday along with two bodyguards in a police raid on his hideout in Seoul.

Song, 24, head of Chondae-hyup, a nationwide radical student group, had been wanted. There were no arrests.

by police for more than five months in connection with violent anti-US, anti-government demonstrations this year.

Song's group was responsible for several violent attacks on government offices and US installations. Last week, 11 radical students were arrested for trying to attack the US Embassy in central Seoul.

About 20 students and police were injured, officials said. There were no arrests.

**Bhutto's defeat rooted in a weariness among voters**

Big swing raises questions of rigging, David Housego reports

M S Benazir Bhutto's humiliating defeat in yesterday's Pakistan elections ran so contrary to most predictions that it is bound to raise questions about how much foul play was involved.

But there was no sign yesterday that Ms Bhutto or her demoralised People's Party (PPP) would be able to contest the result through mass demonstrations. In that sense the poll removes one of the spectres over Pakistan which was that an indecisive result would lead to an ugly conflict between Ms Bhutto on the one hand and the armed forces and President Ghulam Ishaq Khan on the other.

The result does not far short of the wildest hopes of the president and the army chiefs when they overthrew Ms Bhutto in August: for the moment her party is eliminated as a political force and the conservative Islamic alliance has a chance to form a stable government in close tandem with the military.

The president will see the outcome as a vindication of his dismissal of Ms Bhutto. It is less that, however, than the weary response of voters with no wish for a further round of vindictive politics that would have torn the country apart.

The choice for voters was in some ways illusory. Army leaders made it clear that they would not accept the return to power of Ms Bhutto. In that sense voters were being asked to decide between the uncertainties of continuing warfare between Ms Bhutto and the army, and the prospects of a tumultuous alliance with the Islamic Democratic Alliance.

The most likely candidate to head the new government is Mr Gulam Mustafa Jatoi, caretaker prime minister for the past three months. His strength is his ability to work with the different components of the conservative alliance and with the armed forces. He has the advantage that as a former minister under Prime Minister Zulfikar Ali Bhutto, Ms Bhutto's father, he can help bridge the abyss between the country's two political cultures. Mr Nawaz Sharif, former chief minister of the Punjab, and the politician with most supporters in the assembly, is viewed as a more difficult partner for the armed forces and President Ghulam Ishaq Khan on the other.

Ms Bhutto's ill-managed 20 months in power show how quickly governments in Pakistan can lose their credit. Mr Jatoi will have the problems of holding together his conservative alliance.

She fought back with characteristic animosity. "I'm angry and shocked at the way the election has been rigged," she said. "It wasn't even subtle. They have stolen the elections."

by ministers in the present cabinet against Ms Bhutto was that she spurned the chance of national reconciliation that her 1988 electoral victory offered.

Ms Bhutto will face a hard task in making a comeback. Many of her supporters who were dispirited by her record in office will be even more dispirited by her defeat. She alienated others by heavy-handed support for her husband, Mr Ali Asif Zardari, who was elected from prison when he faces of corruption charges.

She fought back with characteristic animosity. "I'm angry and shocked at the way the election has been rigged," she said. "It wasn't even subtle. They have stolen the elections."

One charge privately made

**New Zealand opposition may win by default**

The National Party offers a rest from change and excitement, Kevin Brown writes

**N**EW Zealanders go to the polls in a general election tomorrow facing a choice between a government which has lost their trust and an opposition which has not yet earned it.

All the indications are that the voters will reject the reforming Labour government, which has transformed New Zealand's previously protected economy via a free market programme of deregulation, tariff reform and privatisation.

But there is little enthusiasm for the opposition National Party, which has officially embraced Labour's free market ideas but has failed to make a clean break with the interventionist ideological baggage of the past.

"If Labour loses, there is no question but that the government will have defeated itself," says Mr Keith Jackson, professor of political science at Canterbury University.

"Support for the National Party is almost unchanged since the last election in 1987, but people are totally disillusioned with Labour because the government is seen as having lost its way. The result is that National is likely to win

by default."

Labour swept to power in 1984 after a tide of public discontent over the economic interventionism and social conservatism of the last National Party government, led by Sir Robert Muldoon.

Under the charismatic leadership of Mr David Lange, prime minister, and Mr Roger Douglas, finance minister, Labour abolished import quotas and export subsidies, halved tariffs, restrained public spending, and commercialised or privatised most government-owned corporations, including Air New Zealand.

The government also in effect withdrew from the Anzus defence treaty with the US by banning nuclear armed or powered ships and established a tribunal to hear land claims by indigenous Maori tribes dating back 150 years.

The reform programme remains widely supported but Labour has been unable to avoid the blame for an ailing economy.

The government's credibility was severely dented when Mr Lange and Mr Douglas resigned after a row over the pace of reform, and was virtually

wiped out by a U-turn on the privatisation of the national telecommunications carrier, which had been exempted from the privatisation programme.

Mr Lange's departure was followed by 13 months under the colourless Mr Geoffrey Palmer, a former law professor, who attempted to consolidate Labour's achievements left the party more than 30 points behind the Nationals in the opinion polls.

Labour has regained some ground since Mr Palmer was deposed six weeks ago by Mr Mike Moore, the ebullient former trade minister, but the party continues to trail in the polls by between 7 and 16 points, largely because of defections to the Green and minor left-wing parties.

The Greens have been polling between 7 and 9 per cent of the vote in recent polls, and may pick up a Wellington seat, which Labour can ill afford to lose. The government may also lose Maori North, one of four seats contested under a separate Maori roll, where a Maori party has been making headway. Mr

Moore has tried to give some direction to the rudderless government by moving it towards an Australian-style consensus with the trade unions, beginning with a "growth accord" intended to restrain wage rises in return for lower interest rates and faster growth.

He has also announced plans for an identity-card system to crack down on welfare fraud, more taxation staff to collect unpaid taxes, and a public spending review to cut government expenditure, including the possible cancellation of a controversial NZ\$1.2bn (£312m) agreement to buy two frigates from Australia.

But Treasury forecasts of a ballooning government deficit and a further slowdown in economic growth have left him looking increasingly like a man desperately trying to pull a rabbit out of an empty hat.

Mr Bolger, the National Party leader, is campaigning on a theme of trust and decency, but the party's adoption of Labour's free market and anti-nuclear policies has left the impression that it has no clear alternative to offer.

Labour has been able to play on suspicions that Mr Bolger

has been manoeuvred into support for free market policies by Mrs Ruth Richardson, his right-wing finance spokeswoman, who says Labour failed because it did not go far enough. Mrs Richardson favours further spending cuts, a tight monetary policy, and the extension of deregulation into industrial relations by abolishing New Zealand's 60-year-old system of compulsory trade unions and bureaucratic wage-fixing.

If National wins, the first clash is likely to be over the party's inflation target of zero to 2 per cent by 1993. The target is already softer than the government's target of zero to 2 per cent by 1992, but Mr Bolger will come under pressure to give the economy a short-term stimulus by loosening the target still further.

Mr Bolger, a North Island farmer, has been given a rough ride by Labour because of his lack of wit and style. Even his party workers admit privately that he is a bit dull. But if the National Party wins, it will be at least partly because he offers New Zealanders a rest from change and excitement.

Township protest ends in killing

A South African policeman, left, poses for photographers near the body of a black man allegedly killed by security forces in the Khayelitsha township east of Cape Town.

At least two other people died in clashes in the township yesterday, Reuter reports. A witness said he saw a man killed by shotgun fire when police fired into a crowd. A police spokesman said: "We found two people dead. They had been shot, but not by police. They were killed by sharp ammunition. We have not used bullets today, just tear gas and rubber bullets."

organised into national associations linked to the PDCI. Their position in Ivory Coast, on which their livelihood depends, is uncertain and they are instructed by their own governments and tribal leaders in Ivory Coast not to rock the boat because there are no jobs for them at home.

To make matters worse, the Government is also spreading talk of expulsion should the opposition win.

## UK NEWS

Attempt to introduce market forces abandoned

## University funding body admits failure of reforms

By Norma Cohen, Education Correspondent

EFFORTS by the Universities Funding Council to introduce market forces into the university funding system have been a failure, the government-controlled watchdog body announced yesterday.

The council, in a letter to the Committee of Vice-Chancellors and Principals, said its controversial four-year "bidding" process, under which universities compete to offer the lowest price to teach students, would be abandoned because universities refused to undercut each other.

The bids will be the basis for funding for the 1991-92 academic year but the system will have to be redesigned after that.

Sir Edward Parkes, chairman of the CVC, described the decision as "a devastating blow because the reasonably certain planning horizon is not going to be there."

He said the committee would be meeting in the next few days to decide how to respond and planned to seek a meeting

with Mr John MacGregor, Education Secretary. He said nearly a million pages of planning documents had been submitted to the URC by universities and it had all been a waste.

Government policy has been aimed at expanding the number of students in higher education while reducing the cost of educating each one.

Similar moves have been undertaken at Britain's polytechnics with some measure of success.

Meanwhile, the Department of Education and Science applauded the council's decision. "We want to secure a more effective use of the very substantial funds made available for higher education," it said.

Although the bidding system is designed to encourage universities to undercut each other on price in the hope of receiving funds to teach more students, vice-chancellors refused to do so.

The council said 93 per cent

## Regulatory body calls for more TV sponsorship

By Raymond Snoddy

THE SHADOW Independent Television Commission, the body that will regulate commercial television when the Broadcasters' Commission becomes law on January 1, yesterday proposed that all commercial television programmes except news and current affairs could be opened up to sponsorship from that date.

The ITV companies will earn about £5m from sponsorship this year, mainly from the electricity generating companies PowerGen which sponsors the Power World Cup coverage.

ITV executives indicated last night that unit sales have continued to fall during the current month, although some levelling out is now expected in percentage terms.

For the industry believe that there is now much hope of a market revival before the second half of next year.

Mr Peter Foden, chairman of ERF, the UK's last independent publicly-owned heavy truck maker, said it was highly unlikely that the recent announcement of a one per cent point cut in the base rate would begin to restore confidence and encourage the start of an upturn next spring.

Other commercial vehicle sectors have also been sucked into the downturn. Sales of light and medium vans, typically used by the mass of Britain's small traders, fell by

## UK heavy trucks sales fall by 40%

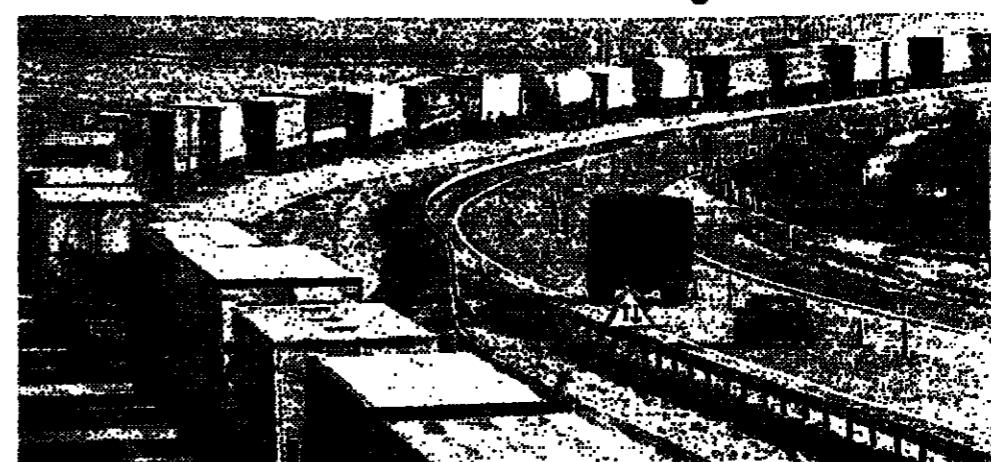
SALES of heavy trucks in the UK fell by just under 40 per cent last month, the biggest single monthly fall since the current downturn began in October, 1989, writes John Griffiths.

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Other commercial vehicle sectors have also been sucked into the downturn. Sales of light and medium vans, typically used by the mass of Britain's small traders, fell by



Road to nowhere: the haulage industry is facing its biggest fall in sales for 10 years

more than 30 per cent last month and are continuing at depressed levels in October.

Most industry executives say it will require further interest rate cuts of at least two percentage points to get commercial vehicle markets moving again. But they point to other

adverse factors differentiating the current commercial vehicles sales slump from that which occurred in 1980.

Recovery from the 1980 recession was speeded up, the industry argues, by the fact that the truck population was old, and operators replaced

DAF forecasts, Page 20

## Government blamed for DAF cuts

John Griffiths on the anger over the truck maker's decision to axe jobs

Under the proposals children's programmes could also be sponsored. The rules preventing sponsors having any influence on programme content or having their products or services in the programme would mean that toy manufacturers could not sponsor programmes about their toys.

The commercial television companies themselves are free within the provisions of the code to decide on their mix of sponsorship.

The ITC, which will replace the Independent Broadcasting Authority and regulate all of commercial television including cable and satellite, decided it was impractical to have completely different rules for different sorts of television.

The Government also made it clear in its broadcasting white paper that it wanted commercial television opened up to sponsorship.

Instrumental in bringing the two cultures together at the distribution level, as Leyland DAF's first dealer chairman, in the aftermath of the merger.

Mr Beadnell is angry about government policies which, he and the entire truck distribution sector insist, are responsible for its problems.

"Transport is the barometer of what's happening to business activity in the UK."

"This goes to show that the recession is already a lot deeper than anyone thought."

This year, Mr Beadnell expects profits of his group to reach 60 per cent of last year's levels.

North East Leyland DAF, however, is faring better than most.

Many of the country's truck dealers are expected to sink into losses as a result of the biggest fall in commercial vehicles sales for a decade.

Mr Beadnell claims that high

interest rates are contributing to inflation, through increased pay demands to cover higher mortgages and other payments.

NELD has invested heavily, more than £1.85m in the past several years, to achieve its current position. Mr Beadnell says he has every intention of maintaining high investment levels - for as long as that is possible.

The company he insists, has concentrated on investing for the long-term. "Mrs Thatcher says she wants British business to get off its backside and begin investing. We've done that, but now we're being penalised for it."

In Mr Beadnell's view, "this is no time for political dogma. It's like deliberately using just one club to play golf with."

A more sensible option, he says is to impose purchase controls on consumer goods, even cars, and restore 100 per cent

capital allowances on investment goods - including trucks.

Meanwhile, truck operators themselves are helping the industry shoot itself in the foot, he claims, as a result of their preoccupation with initial purchase price discounts.

Some truck market executives talk of discounts of 20 per cent - plus being widespread, with other forms of added financial support also being available from manufacturers.

"Yet for a haulier, the discount in terms of whole life cost can hardly be seen," he says.

Since NELD does not want to cut back, it has to go after a bigger slice of the business available.

The company says it wants to offer its van buyers the same sort of service it offers truck-owners who attention in case of breakdown or other difficulties.

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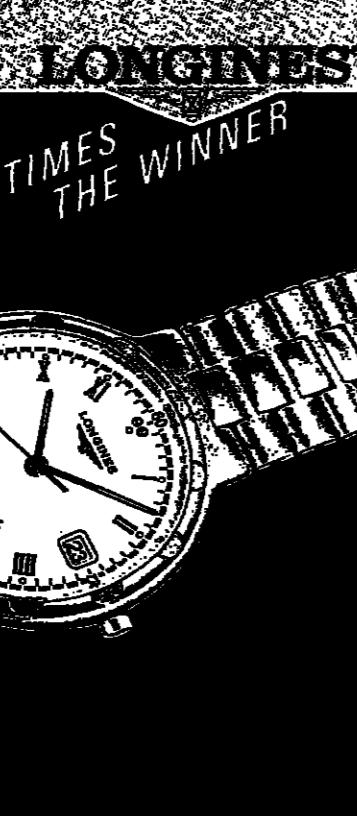
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**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

## FT LAW REPORTS

# Delivered steel strip belongs to German suppliers

**ARMOUR AND ANOTHER v THYSSEN EDELSTAHLWERKE AG**  
House of Lords (Lord Keith of Kinkel, Lord Griffiths, Lord Oliver of Aylmerton, Lord Goff of Chelmsford and Lord Jauncey of Tullichettle); October 18 1990

**IN A contract for sale of goods, a condition that they are to remain the sellers' property after delivery until payment of the purchase price is ineffective to create a right of security without transfer of possession, invalid under Scottish law.**

The House of Lords so held when allowing an appeal by Thyssen Edelstahlwerke AG, suppliers of steel, from a decision of the Second Division of the Court of Session (Scotland) that steel delivered to buyers, Carron Co Ltd, formed part of Carron's assets in receivership. The respondents to the appeal were the Carron receivers.

LORD KEITH said that Thyssen carried on business in West Germany as manufacturer and supplier of steel. Carron carried on business at Falkirk as manufacturer of metal, plastic and general engineering

products. Receivers of Carron's assets were appointed on August 3 1992 under a floating charge in favour of two banks.

Prior to August 3 Thyssen and Carron had engaged in a course of dealing under which Thyssen sold and supplied steel strip to Carron.

The contracts of sale were subject to Thyssen's General Conditions of Delivery and Payment. At the time of the receivers' appointment 67,423 kilograms of steel strip lay in Carron's works, delivered under the contracts. The £71,769 invoice price had not been paid.

Clause 1.3(1) of the General Conditions of Delivery and Payment provided "All goods delivered by us remain our property... until all debts owed to us including any balances existing... are settled..."

Following the receivers' appointment a dispute arose as to whether the 67,423 kilograms remained Thyssen's property by reason of clause 1.3(1), or formed part of Carron's assets available to its preferred or other creditors.

In February 1993 the receivers raised an action against Thyssen in the Court of Session claiming a declarator that Carron was owner of all steel supplied by Thyssen and delivered. Thyssen lodged a counter-claim for payment of the £71,769.

Lord Mayfield decided in

favour of the receivers.

He was of the opinion that Scots law as the *lex statu* governed ownership of the goods; that according to that law, clause 1.3(1) amounted to an ineffective attempt to create a right of security over the steel strip without transfer of possession; and that property in the steel strip passed to Carron on delivery.

In reaching that conclusion, the Lord Ordinary followed the two decisions of Lord Ross in the Outer House, *Deutz Engines v Terex 1984 SLT 373* and *Emerald Stainless Steel v South Side Distributions Ltd 1993 SLT 162*.

Thyssen claimed. The reclaiming action was heard by the Second Division.

It found in favour of the receivers on substantially the same grounds as the Lord Ordinary, namely that clause 1.3(1) constituted an attempt, ineffective under the law of Scotland, to create a right of security over corporeal moveables without transfer of possession, and that the property in the steel strip had passed to Carron on delivery.

Thyssen now appealed.

It was well-settled in the law of Scotland that in a contract for the sale of corporeal moveables a condition that notwithstanding delivery ownership should not pass until the price had been paid, was valid and effective.

In the present case Thyssen,

owner of the steel strip, transferred possession to Carron under what was unquestionably a contract of sale. There was no question of Thyssen creating a right of security.

There was not in the position of a debtor seeking to give a right of security to a creditor.

It was a creditor, Carron, obtained possession subject to a condition that it should not obtain the property until it had been paid.

Could it be said that Carron somehow attempted to create a security over the goods in favour of Thyssen?

To do so it would have to have both ownership and possession, actual or constructive, of the goods. The essence of a right in security was that the debtor retained at least an ultimate right to the goods.

Carron could only retain an ultimate right to the goods if the contract of sale gave it the property in the goods. But the contract said the property in the goods was not to pass until all debts had been paid.

This was far removed from the situation where a party in possession of corporeal moveables was seeking to create a subordinate right in favour of a creditor while retaining the ultimate right to himself.

It was true that by entering into the contract of sale Carron agreed that Thyssen would in effect have security over the goods after they had come into Carron's possession.

But at that stage Carron had no interest in any particular goods. It was never in a position to confer on Thyssen any subordinate right over the steel strip.

Section 17 of the Sale of Goods Act 1979 provided that under a contract for sale of specific goods "the property in them is transferred to the buyer at such time as the parties to the contract intend".

and that for the purpose of ascertaining intention "regard shall be had to the terms of the contract".

In the contract the parties clearly expressed their intention that property in the steel strip should not pass to Carron until all debts had been paid.

There were no grounds for refusing to give effect to that intention.

Further, section 19(1) provided that under a contract for sale of specific goods "the seller may, by the terms of the contract... reserve the right of disposal of the goods until certain conditions are fulfilled"; and notwithstanding delivery "property in the goods does not pass to the buyer until the conditions imposed by the seller are fulfilled".

Here Thyssen, by the terms of the contract, had in effect reserved the right of disposal of the steel strip until fulfilment of the condition. By virtue of the enactment, the effect was that property did not pass to Carron until the condition

had been fulfilled.

Counsel for Carron argued that "conditions" in section 19(1) must be read as excluding any condition which had the effect of creating a right of security over the goods.

A provision requiring title to the seller until payment of all debts due could not be regarded as amounting to creation by the seller of a right of security over the goods.

The judges of the Second Division placed some reliance on section 62(4), which provided that the Act's provisions about contracts of sale did not apply to "a transaction in the form of a contract of sale which is intended to operate by way of... security".

Clause 1.3(1) in itself was not a transaction in the form of a contract of sale. It was simply one of the conditions of what was a genuine contract of sale. Section 62(4) did not apply.

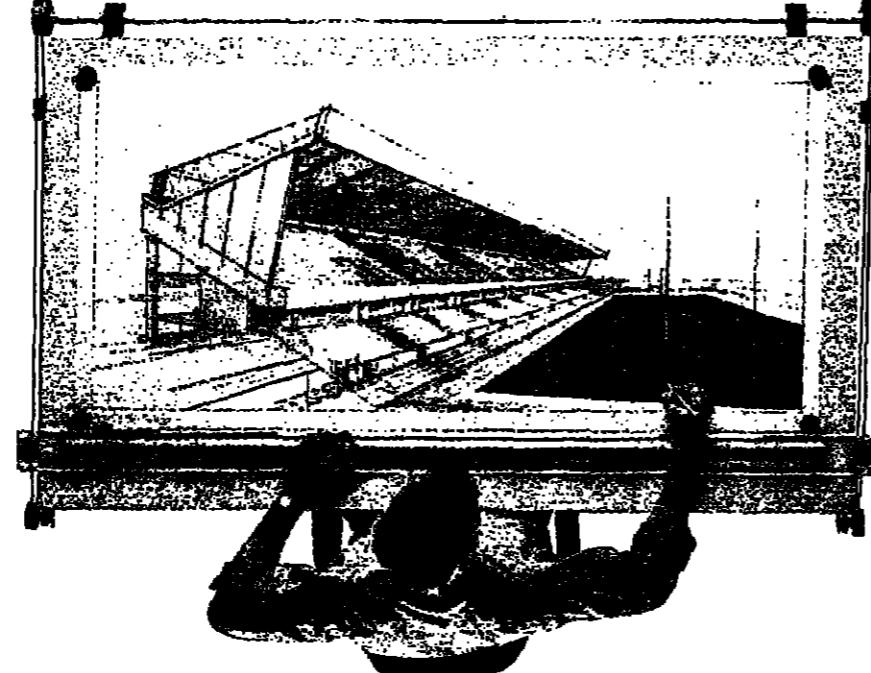
The reasoning of the Lord Ordinary and of the judges of the Second Division was erroneous, as was that of Lord Ross in *Emerald Stainless Steel*, and in *Deutz Engines*.

Clause 1.3(1) was valid and effective. The appeal was allowed.

*For Thyssen: Jonathan Manci QC and JW McNeill (Pritchard Englefield & Tobin)*  
*For the receivers: James B. Drummond-Young QC and Neil P. Davidson (Masons)*

**Rachel Davies**  
Barrister

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## MANAGEMENT

There was something different about the aircraft. The seats were clean and fresh and without the uncomfortable indentations of thousands of bottoms of different size. The cabin crew seemed to realise that it was now several hours since we had left home and including the usual long hassle with check-in and airport formalities.

Check-in had been unusually smooth and helpful. The high level of service was maintained through the night as we flew to the Far East.

Sleep was not interrupted by unnecessary announcements telling passengers the obvious. The loos were kept clean and the cabin staff did not have a furtive smoke and drink in the galley; nor did they treat any request from passengers as an unwarranted intrusion.

It was an airline we had used before - a Far Eastern one - and, if anything, its standards had improved even further since our previous visit.

Our hotels in Singapore - and later in Hong Kong - were, as always, exceptionally good and gave a quality of service which could not be bettered. They were expensive but still much cheaper than their London equivalents.

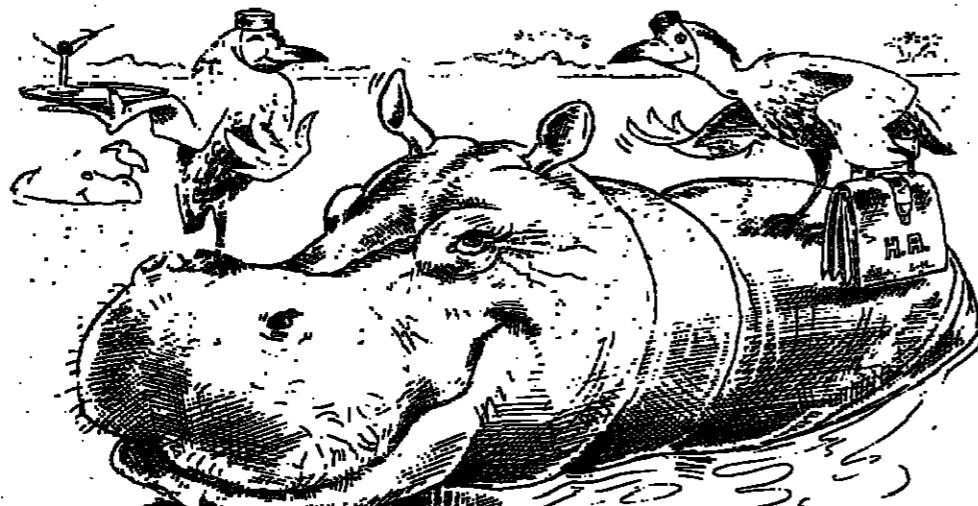
And oh, the difference in service! We were met at the airport, and driven to the hotel. A short while before we arrived, the driver spoke on the car-phone to reception. We were taken straight up to our room by an assistant who had already filled in our registration form ready for us to sign. Immediately a bowl of fruit arrived and some tea, followed by our luggage.

Did we have any other requests? Yes, and they were dealt with at once.

None of these services, taken separately, is difficult to achieve or even unusual. The difference here was that they all happened and they worked. The impact on the customer is obvious; he or she will become a customer for life.

Later, and still intrigued, I reflected on these experiences. Where had those who provided the services learnt about pleasing customers? Who had taught them? What part had the force of competition played? Was their courtesy and good manners natural or had it been learnt?

So I started to make enquiries among the airlines and hotels. Yes, they told me, tough competition was a factor and, for a time, so was an easier labour market - although now that had largely



## Unending striving for customer satisfaction

Thomas Kempner reflects on a journey of discovery

changed. But the creation of an excellent service had not happened by chance - far from it. They had established deliberate policies of training and re-training which had resulted in their becoming customer-driven organisations. It had not been easy and it had taken time.

Front-line staff who deal daily with customers had, in successful cases, the power to handle each client in a personal way and to cope with the unexpected. They could do this because they were confident about their organisation's ethos and purpose. Moreover, as I discovered later, they believed that any feedback from customers which they passed on to higher levels of management would be acted upon.

As I listened to stories of success and failure I realised that the key to achievement is a realisation that customer service is a strategic more than a tactical matter. The difference is crucial. Tactics requires high quality day-to-day operations; these include good housekeeping and cost-control, recruitment and training of the right staff, cleanliness and refurbishment of premises.

All these are important but are useless without an appropriate strategic context. This, and it requires much thought, is established by a preliminary

identification of, and agreement on, the current and future direction of the business. It is crucial to be clear about the market segment or type of customer, price levels and brand image with which the product or service will be identified compared with the competition.

Only after these factors have been addressed will it be possible to move to the tactical agenda. Then a number of steps have to be taken, some of them simultaneously. Number one, and often done rather badly because senior management generally has no experience of directly addressing staff, is to convince them that any new arrangements are sensible and workable.

It will be necessary to overcome a high degree of cynicism; any new scheme will be viewed as another short-term fashion, implemented half-heartedly with inadequate resources. So important is it to win the commitment of employees, or at least willingness on their part to suspend disbelief, that some experts believe senior management will need training in how to put over their case. Few senior managers realise how unconvincing they sound - and their staff are unlikely to tell them.

At the same time an independent survey should be undertaken to find out what customers think of the business now; what improvements to service they would wish to see, and how they see the competition.

Some of the demands the survey will throw up may seem far-fetched and unrealistic but they should not be dismissed at this stage. Customer expectations must be considered in tandem with the views of staff, particularly their ideas about the removal of barriers to improved service. Disputes, often of long standing, between different departments and layers of management must be identified and their causes removed.

This may prove to be difficult because it may require organisational and physical restructuring. For example, systems grow up over time to suit administrative convenience or serve a demand now long obsolete. But the system persists and has strong defenders from those who are its beneficiaries.

Similarly, the physical design of a hotel bedroom or dining room, the reception facilities at an airport, lay-out of an aircraft galley, may all militate against a high level of service. Computer and management information systems may have been designed for something else and may soon become out-of-date. All

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## TECHNOLOGY

The UK's first plant to generate energy from redundant tyres will use proven technology refined to meet the more stringent environmental standards coming into force on emission controls.

Plans for the 200m plant, on the site of an old iron foundry in Wolverhampton, West Midlands, were approved yesterday by the Wolverhampton Metropolitan Borough Council's planning and development committee. The project could absorb up to 45 per cent of the tyres scrapped each year in the UK to provide enough power for 20,000 homes, or, put another way, for a 20 Megawatt generating plant.

The technology chosen by Elm Energy and Recycling (UK), the promoters of the project, comes from Basic Environmental Engineering of Illinois and, in one form or another, is used in 125 US plants constructed since 1970. In the British case there will be five production lines feeding into one generating set.

The initial stages of the power generation process are quite orthodox. The tyres are inserted into a boiler. The burning creates heat which is turned into steam and the steam goes through into the turbine generator set. But there is an additional process at work simultaneously and it sets off the generation of power out of tyres from ordinary power stations using fossil fuels.

The initial combustion of the tyres burns off their rubber but the basic technology uses re-burn tunnels where the heat rises to 2,000 deg F. Normal power stations do not have, and do not need, the tunnels. The purpose of this is to burn off more than half of the nitrogen oxides and all the dioxins: the higher the temperature the easier it is to do.

It is at this stage that the

Paul Cheeseright sees plans for a power station fuelled by tyres

## Energy from burnt rubber



Tyres burning out of control are an environmental hazard, but in controlled conditions are an alternative source of energy

refinement to proven technology comes into play. Once the particulates remaining from the re-burn have cooled they are directed to a bag house.

This is a system consisting of Gore-Tex fabric filters which trap the particulates that have a high zinc content.

The gases meanwhile are treated with lime to remove the sulphur in a scrubber, not dissimilar from those used in coal-fired power stations.

The process of emission control is also important for the finances of the project. Elm is tight-lipped about this but it is reasonable to assume that around 20 per cent of the income will come from revenue streams other than the sale of power. The first of these streams is calcium that is the high zinc content particulates which are trapped in the bag house. The second comes from

meet Environment Protection Agency standards.

At present there is no British standard for tyre-burning power plants (there has not been the need) but one is being written to cope with the Elm project. In 1992, however, this will be superseded by the European Community standard.

Evans claimed that the Elm project would have emissions of 10 per cent of that level.

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The first of these streams is calcium that is the high zinc content particulates which are trapped in the bag house. The second comes from

the scrubber waste, a compound like gypsum which is used in the building industry.

Third, the initial burning of the tyres leaves ferrous metals in the boiler grate which can be sold to steel scrap processors.

Additionally, Elm collects a fee from those seeking to dispose of tyres.

The sale of power is secured by a contract with Midlands Electricity but there is a margin of subsidy which arises from the UK government's policies both on cleaning up the environment and on encouraging the use of non-fossil fuels. This should have the effect of allowing the initial investors in the project a shorter payback period. The power sales should cover the debt obligations into which Elm will enter. Sale of the by-products thus becomes icing on the cake.

The subsidy arises from the Department of Energy's Non-Fossil Fuel Obligation. Midlands Electricity will buy from Elm as if it were buying from the national grid.

But the Non-Fossil Fuel Obligation effectively meets the difference between the selling price and the production price.

The project is officially classified as a Non-Fossil Fuel Renewable Energy Project set up under the terms of the Electricity Act 1989 and, indeed, is the largest scheme under the Government's plan to foster renewable forms of energy.

The Wolverhampton discussions were the last phase of the moves towards regulatory approval and the next steps

towards a commissioning of the plant in 1992 are largely financial and organisational.

There will be three equity holders. They will put up around \$12m of the project costs. Arrangements for debt financing of the balance should be put in place over the next few weeks, but first the equity structure needs to be settled.

After suffering a two-year earnings slump, Digital

Equipment, the world's second-largest computer manufacturer, has swallowed some bitter medicine. In a strategic move to regain market momentum, Digital said yesterday that it plans to adapt its prized proprietary computer hardware and software to fit "open systems" standards.

For Digital, which has built its business primarily upon the concept of a broad, compatible but proprietary product line, centred upon its VAX mini-computers running the VMS operating system, yesterday's announcement represents a significant shift of direction.

The company has acknowledged that computer users are demanding "open systems" - which adhere to common standards and which work with other manufacturers' software and data - and that this trend demands a change it is its approach to computing.

Previously, Digital had recognised the movement towards open systems and offered a version of Unix, the increasingly popular AT&T computer operating system, as an alternative to its own proprietary software.

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The standards to be incorporated in VMS will make it "as

easy to port many Unix applications to VMS as it is to port those applications between different versions of Unix," Demmer claimed.

"Of course portability works two ways," Demmer acknowledged. "It will become easier for users or software developers to adapt the applications designed to run on Digital's VMS to work on competitor's Unix-based systems. To maintain its competitive advantage, however, Digital aims to improve the price-performance ratings of its computers.

## digital

Digital aims to maintain the advantages that it claims for its proprietary systems while incorporating aspects of open systems that computer buyers are demanding

systems software towards Unix what computer users really want, Digital maintains, is "interoperability".

"Computer users are becoming more knowledgeable about open systems. Users want the ability to interoperate - to share data and interact with other applications on any computer over the network; the ability to port - to take an application written for one system and run it on another; and to take users already familiar with one system and bring them up to speed on another," observed William Demmer, vice president of VAX VMS Systems and Servers.

The standards to be incorporated in VMS will make it "as

competitors in the telecommunications market has also adopted a RISC architecture.

RISC processors perform large numbers of simplified instructions at great speed, unlike conventional processors which perform complex instructions. Single chip RISC processors are currently used to power high-performance computer workstations including those offered by Digital and its competitors.

A critical question is whether Digital will develop its own RISC processor internally or adopt a processor offered by one of the leading microprocessor chip companies such as Intel, Motorola or MIPS Computer.

Two years ago, Digital abandoned plans to create its own RISC chips for new workstation products and instead turned to MIPS Computer. Further demonstrating its willingness to use standard microprocessor chips, Digital last week introduced a new range of computer systems based on industry-standard Intel microprocessors.

But Digital's projection of a two- to three-year period before it begins using RISC processors in its core products suggests that it plans to develop its own RISC architecture.

In the meantime, Digital faces intense competition in a sluggish computer market. While its product upgrades and statements of direction on software standards and hardware architecture may soothe the nerves of some of its customers, Digital's real challenge is to be ready to take advantage of the next upturn in computer sales, whenever that occurs.

## Reflections on the colour gold

A SIMPLE, non-toxic mineral pigment is the basis of a brilliant new colour effect invented by BASF scientists in the central research laboratories in Ludwigshafen, Germany, writes David Fishlock.

The process deposits a transparent film of iron oxide (hematite) on fine flakes of aluminium. Different things happen simultaneously to light striking the coating: some is reflected from the underlying aluminium; some is reflected from the surface of the coating; and some is absorbed by the coating.

When used as a paint pigment, the sum of these three effects is a metallic sheen which varies in colour according to the angle from which it is viewed.

BASF plans to launch its new pigment initially as a metallic gold, called Pielicrom Gold, but other effects are planned. A red-gold effect can be produced by coating flakes of the mineral mica with iron oxide and titanium dioxide, while a blue sheen can be created by reducing titanium dioxide with ammonia.

For the manufacturer, one big advantage of this approach is that it reduces the environmental safety testing expected on any new synthetic pigment. BASF is investing in a process to make 150 tonnes of the product a year, expected to come on stream next summer.

## Seeing through designer labels

A TINY hologram could help prevent counterfeit goods, such as imitation designer clothes, from ever reaching the retail racks and shelves.

Developed by Light Impressions, of Leatherhead, the Cryptogram, as it is called, is a tiny dot which can be used discreetly as part of a tag or design label.

The secret of the Cryptogram is that it has been designed to look like a shiny spot on the label when viewed in normal daylight. But when the intense and direct light of a laser pen is shone on it, a secret code is revealed - in the same way that "invisible ink" reveals its secrets when the paper is heated.

The developers of the Cryptogram say the dot could also be incorporated into larger holograms to give extra security for other goods.

## The best bit of a beverage can

CARDBOARD beverage cartons lined with plastic and aluminium are now used for everything from orange juice to wine. But although the cardboard outer shell is easy to recycle economically, the lining has so far been ignored.

Now the University of Aachen in Germany, in conjunction with the Alliance for Beverage Cartons and the Environment, in Wiesbaden, has developed a way of recycling this silvery lining of aluminium and polyethylene. A trial plant has been set up to see whether the materials can be processed economically.

The process involves sub-

## WORTH WATCHING

by Delta Bradshaw

merging the metal and plastic lining in a solvent which has been heated to 140 deg C. The plastic dissolves and separates from the aluminium so both can be re-used.

## Off the moon and into the woods

A SPACE age robotic vehicle, originally designed to walk on the moon, has been walking on the forested slopes of southwest Virginia to determine whether it can successfully be used through mountain tree nurseries and low lying wetland alike, writes Robin Burton.

The aim of the study was to assess the capabilities of the unusual vehicle and its suitability for operations such as timber harvesting in areas where a wheeled truck or tractor would not normally be able to go.

The prototype had several disadvantages: it was made of aluminium which would not stand up to very heavy work; and it had loops of hydraulic hoses in positions where they tended to snag stumps. But it did demonstrate that it could walk backwards, forwards, and sideways on its six legs. Each leg had a flat "shoe" to prevent it sticking into the ground when traversing rough, steep or wet terrain.

The field tests were carried out by the US Department of Agriculture in co-operation with the Forest Service, two universities and other interested bodies.

## Food lights up with freshness

FOOD as diverse as minestrone soup, beef curry and chilli con carne is being produced by a new method which gives it as long a shelf life as canned food but without the resulting deterioration in texture and quality.

The meal, from Sous Chef of Desalee's and intended for the catering industry, uses a technique called ohmic heating, in which an electric current is passed through the food while it is under pressure. The electric charge means that heat is generated inside the food, so that the solids can be heated as quickly as liquids.

Although any bacteria present are killed by the charge, the speed of the process means the food remains intact. Once vacuum packed, the meal has a shelf life of up to a year.

Source: BASF, Germany, 021 850 511. Light Impressions, UK 0873 320 000. Alliance for Beverage Cartons and the Environment, Germany, 011 320 000. USA: US, 202 433 0500. Sous Chef, 0244 330 000.

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# In the shadow of Vesuvius

View of Naples  
from Baroque to Romanticism

London, 26th October - 27th November 1990  
Accademia Italiana delle Arti e delle Arti Aplicate  
24, Rutland Gate, London SW7

The exhibition «In the Shadow of Vesuvius», sponsored by IRI, was originally held in Naples between May and July this year and was highly acclaimed. The exhibition is now in London, and this is certainly no coincidence.

The original exhibition focused on the connection between Naples and the many foreign artists who visited the city, many of whom were British. Naples, the capital of the Kingdom of the Two Sicilies, was renowned for encouraging the spreading and exchange of culture across its borders, as a great European capital should do.

IRI, the largest conglomerate in Italy, has been operating in Naples for a long time in a wide range of activities - electronics, information technology, shipbuilding, steelworks, telecommunications, transport. The sponsorship by the IRI Group of both the Naples and London exhibitions testifies on one hand, the desire to preserve the history of this great city and, on the other, an international commitment, made even more timely by the fast approaching European Single Market.

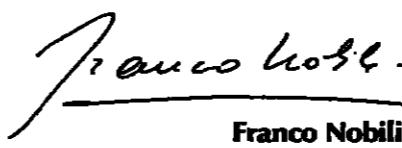
The very theme of the exhibition - great «views» of the city and bay - involves insight into the relationship between man and nature, city and country, man and history, great architecture and back alleyways, all of which are part and parcel of today's new-found love of «the land».

Naples in the 18th century, and especially at the turn of

that century, was home to an Anglo-Italian society set in the fertile cosmopolitan cultural climate of the Enlightenment.

The links between Britain and the Kingdom of Naples were not only artistic; there were strong commercial connections too. Naples was the farthest point south on the Grand Tour for many rich young travellers. These connections were born of the extraordinary progress achieved in the British textile industry and in the field of mechanics, which were to contribute to the beginnings of modern industry in Southern Italy in the early decades of the 19th century, and to Italy's first railway line, full of symbolic importance, which linked Naples and Portici.

The works gathered in this exhibition enable us to revisit the Neapolitan history, both high and popular cultures, in the warm and luminous tones of landscapes now world-famous. First and foremost though, these works stand to signify the heartfelt wish of the IRI Group, that the great European market will be a perfect occasion to renew the traditional bonds of friendship between our two countries.



Franco Nobile  
Chairman of IRI



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## THE PROPERTY MARKET

## Fresh pastures for a US raider

By Vanessa Houlder

THOSE who think that the UK property market has problems should take a look at the US. After a decade of rapid expansion, the US has \$160bn worth of vacant office space - enough to accommodate all the office workers of New York, Chicago, Los Angeles and San Francisco put together.

On the face of it, there could scarcely be a less alluring investment prospect. Yet any market in its death throes has its vultures. And in the US, one of the best known is Mr Sam Zell, a 45-year-old corporate raider and real estate magnate who rejoices in the title "the grave-dancer".

This ghoulish nickname dates back to an article Mr Zell wrote in 1975, celebrating the pickings to be had from beleaguered real-estate investment trusts. He has continued to sport a counter-cyclical investment credo, buying and turning round a succession of distressed properties, troubled companies and corporations emerging from bankruptcy proceedings. His property empire, he says, is worth \$5bn - although, significantly, he is reticent about the level of debt it carries.

Mr Zell makes a striking entrepreneur. Born in Chicago from Polish stock, he is short with narrow, piercingly blue eyes, a grizzled beard and a rasping voice. As a self-made man, he revels in non-conformity. Describing himself as "a product of the sixties", he dresses casually, talks aggressively and has a penchant for riding motorcycles around remote parts of the world.

But in spite of being a tycoon in his own right, Mr Zell is turning fund manager for a while. "We have created a



Sam Zell: the "grave-dancer"

couple of funds where we thought that the size and scope of the opportunities were beyond our capital resources," he says.

He is currently trying to drum up at least \$250m from investors round the world for a fund with the grandiose title of Zell/Merrill Lynch Real Estate Opportunity Partners Limited Partnership II. He will be paid a percentage of profits after 100 per cent of the initial investment (of which he is putting up some 5 per cent) is paid back.

The new fund, which follows hard on the heels of a \$1bn fund raised in July to invest in corporate financial restructuring, is a successor to a \$400m property fund, raised two years ago.

The rationale for the new real estate fund is that Mr Zell believes that the US property industry is at a turning point. The colossal problems that resulted

from overleaving in the 1980s has taught the US banking industry the error of its ways, he reckons. "The growth in the pension fund assets and the general herd instinct all combined to increase the capital available far beyond the market's capacity to absorb it... Everywhere else in the world, capital is treated with a great deal more respect," he says.

The new-found reticence on the part of banks combined with belated regulatory zeal means that real estate will receive very little capital in the next five years, he reasons. "There is a watershed change. We are going from building for future demand to building for pent-up demand."

As a result, he thinks that property values will rise significantly when the market comes out of its trough. The tricky bit is judging when that will be. "The name of the game is picking the point at which it stops going down and turning," he says.

In addition to calling the turn, Mr Zell reckons to add value by reducing the vacancy rates in distressed properties. Potential tenants worried that buildings will fall into disrepair, will be reassured by his capital and management resources.

"Since the average asset that we acquire is significantly underlet, it requires a high level of entrepreneurial talent to change its leasing characteristics," he says. "If a building is in trouble, the whole market knows it and there is serious trepidation of behalf of tenants as to how it will be maintained. We change the market's perception."

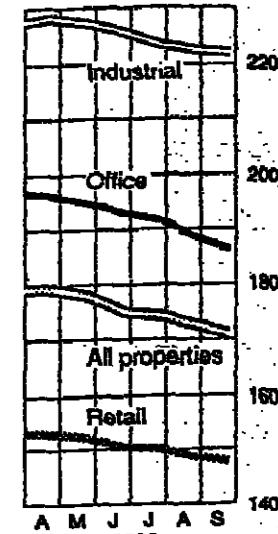
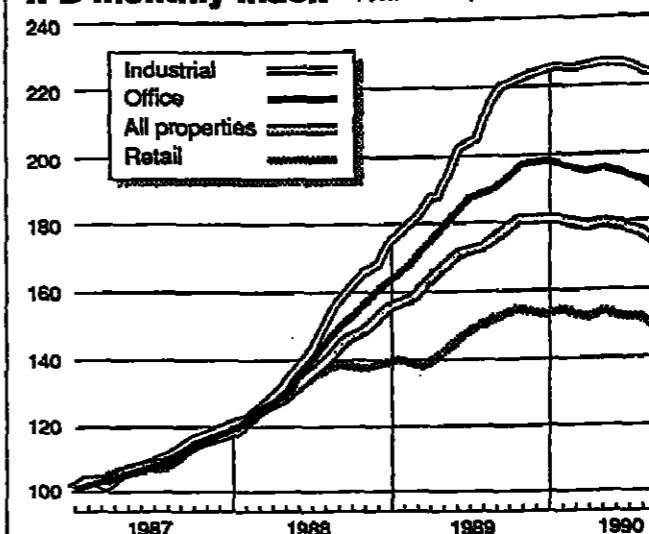
In general, he foresees difficulties of large proportions for some 36 to 48 months. However, different parts of the market will respond at different rates. In south west Texas and Louisiana where there has been no recent construction, prices are starting to firm, he says.

Mr Zell points to his first property fund as evidence that it is possible to make money in the bombed-out US property market. Properties which cost \$150 a square foot have been bought for \$10 a sq ft. Now, he says, they could be sold at \$70 a sq ft. "The price now reflects future - people's perception of the fact that things are going to be better in the future," he comments.

The key to making money is selectivity. "We buy prime sites, prime buildings, prime locations where the problem was excess supply, not bad buildings." He is not, for instance, interested in the properties being hawked by the Resolution Trust Corporation, which has picked up the pieces from the Savings & Loans fiasco. The S&Ls, he says, had ended up lending to dodgy projects because high quality developers already had well-established links with creditors. "Those assets are not worth buying," he growls.

Investing in US real estate just now might seem the gamble of a lifetime. But Mr Zell is breezily confident. "Our risk is that we are buying properties that are, on average, 50-60 per cent let. Our reward is that the properties cost 50-60 per cent of what they cost to put up. The risk/reward ratio is attractive... I would suggest that we are extraordinarily risk averse."

## IPD monthly index Total return, Dec 1986=100



## Modest improvement in returns

THE latest figures from the Investment Property Databank suggest a modest improvement in the retail and office markets, although the research body is loathe to read this as a turning point.

"There is little hard evidence yet that the market cycle has turned, and some evidence that rental growth has finally deserted even the industrial sector," it said.

In the retail sector, both capital growth and total return increased by 1 per cent to 0.9 per cent and 0.4 per cent respectively in September. The total return

figure for the third quarter showed a continued deterioration, albeit at a slower rate than the other sectors.

The office market remained the worst performing sector even though its total returns increased by 0.9 per cent in September, bringing it to a level of -1.0 per cent.

Offices were also the worst performing sector for the quarter with a return of -3.9 per cent, which compares with first and second quarter returns of 0.1 per cent and -3.9 per cent respectively.

The industrial sector's

rental value growth of 0.1 per cent was the lowest increase registered by the sector this year and moreover, lagged behind that of the other two sectors this month.

The total return in the

industrial sector was -0.3 per cent for the month, with a total return for the third quarter of -1.6 per cent.

Capital growth of -0.9 per cent was the same as that of

August.

The year-on-year total

return is currently 2.1 per cent

for industrial, 3.4 per cent

for offices and 3.8 per cent

for retail.

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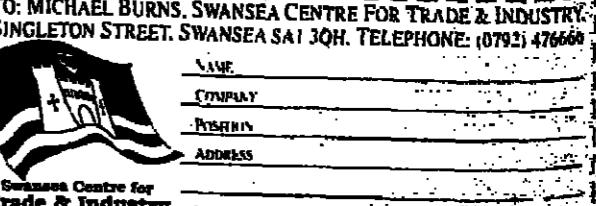
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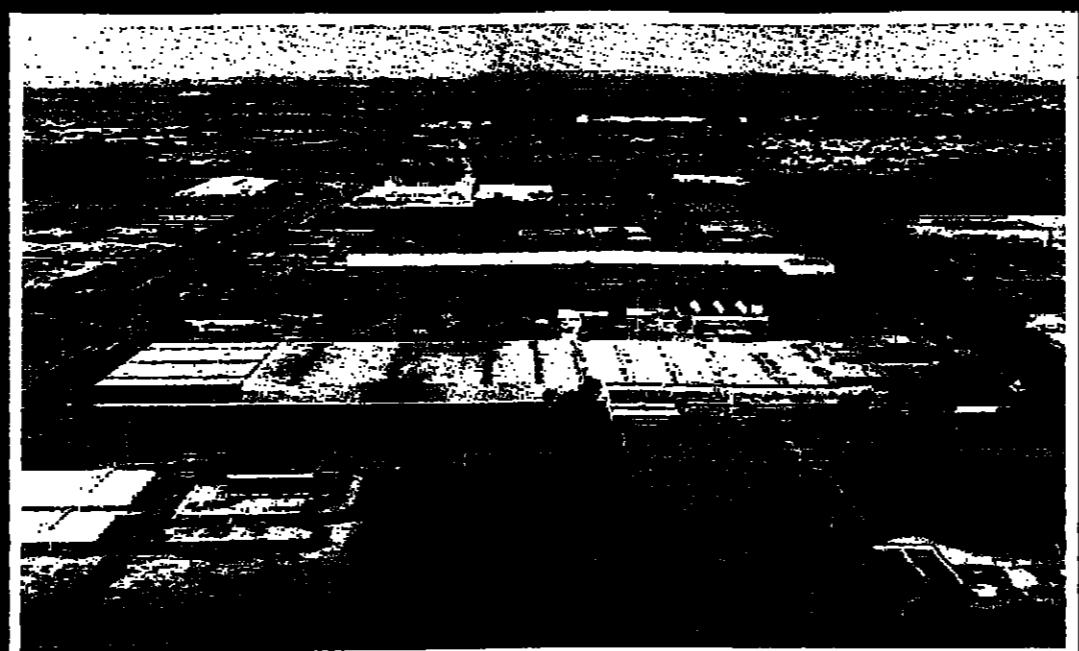
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## ARTS



## EXHIBITIONS

## London

Royal Academy of Arts. Monet in the 90s: The Series Paintings. The long-awaited blockbuster exhibition has opened in London. Seeing remains: it's crowding to avoid the artist's double vision. Burlington House, Piccadilly (287 9579).

Hayward Gallery. Eduardo Chillida. Major retrospective of the Spanish sculptor (261 0127).

## Paris

Carte musées et monuments sold in museum gift shops. It's possible for visitors to avoid queues at 30 museums and monuments, including the Louvre, Musée d'Orsay and Versailles. Galerie Maurice Bernhard-Buffet - La Bretagne. In his unmistakable spiky handwriting, the painter beloved of Breton's ports and beaches, 6, ave Matignon (42255165). Closed Sun. and luncheons.

Grand Palais. Biennale Internationale des Antiquaires. Under the sign of Loup in Art, 150 antique dealers from France and foreign give a wide range of objects and styles and present their prestigious exhibits in a mise en scène evoking the splendour of the 18th century. Ends October 23.

Louvre. Euphronios. Some 60 objects, crater, amphora and bowls testify to the art of Euphronios, potter and painter in 6th century BC in Athens, in mastering the technique of red figures on black background. Euphronios and his friends of the Pioneers Group bring invention and originality to their representations of mythological subjects and scenes from everyday life, open all day from 12 to 10 pm on Tuesdays. Ends Dec 31 (40026165).

Grand Palais. Picasso.

Andy Warhol's unfinished series

of drawings and paintings,

commissioned by Daimler-Benz

on the centenary of the invention

of the automobile, are now on

view at the foundation on loan

from Daimler-Benz in Stuttgart. Ends January.

Musée d'Art Contemporain.

Domestic Scenes. Every

image of life in Spanish

houses seen through the

blue period and ends with the

obsessive erotic works of Picasso's last 10 years. A period whose

importance has only recently

been recognised. Closed Tue.

Wed late closing, ends January 14.

Galerie d'Art Saint Honoré. The

Magic of Flemish Art. The paintings assembled by Monika Kruch are of such remarkable quality that the visitor is yet again enchanted by the transparency of glass, the softness of blue velvet and the pulsing texture of fruit in Jan van Eyck's still life. There is a touching version of Pieter Brueghel the Younger's Adoration of the Magi, where he is believed to have portrayed his father and one of the men following the three kings. The glory of colours and perception of execution of Abraham Mignon's Bouquet of Tulips exemplifies the 17th century tulipmania. 267, rue Saint-Honoré. Closed Sat. Sun. ends November 30 (4260503).

## Martigny

Fondation Pierre Gianadda. Montagnola. Some 500 items, among them some sculptures, form an important retrospective of the Italian-born artist living at the beginning of the century in the feverish atmosphere of Montparnasse and Montmartre. In contrast, the rather stylized and formalized style of his wife and of Jeanne Hebuterne, his last and tragic companion, embody perfect repose. (26 223978).

## Brussels

Musée d'Ixelles. L'impressionisme et le Fauvisme en Belgique. A major exhibition of Belgian painting from the 1890s to the 1920s. While several artists followed the lead of French impressionists and German expressionists, others, such as Georges Simenon, Wauters, have a distinct and increasingly valued style of their own. The finest show seen in Brussels for some time. Closed Mondays ends December 16.

Musées Royaux d'Art et d'Histoire. Inca-Peru. An exhibition that traces the evolution and decline of the Incas through 450 artefacts. Closed Monday, ends December 31.

Palais des Beaux-Arts. 5 million years: The human adventure. Man's evolution shown through 200 archaeological artefacts and other exhibits. Daily, ends December 30.

## Madrid

Fundación Juan March. Carr. Andy Warhol's unfinished series of drawings and paintings, commissioned by Daimler-Benz on the centenary of the invention of the automobile, are now on view at the foundation on loan from Daimler-Benz in Stuttgart. Ends January.

Museo de Arte Contemporáneo.

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image of life in Spanish

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obsessive erotic works of Picasso's last 10 years. A period whose

importance has only recently

been recognised. Closed Tue.

Wed late closing, ends January 14.

Galerie d'Art Saint Honoré. The

set out but are grouped in 20 different rooms each named after a different part of the house. Ends December 9.

## Barcelona

Museo Picasso. Homage to Jacqueline Roque was a constant source of inspiration to Pablo Picasso, then and in 1956. The exhibition brings together some 150 works including portraits, paintings, sculptures, prints and pottery, in an important retrospective of the last 20 years of Picasso's artistic life and a homage to his favourite model. Ends January.

Fundación Miró. Joseph Beuys. Some 130 drawings on the theme of oriental philosophy in an international exhibition. Closed Monday, ends November 18.

## Rome

American Academy: Giovanni Battista Piranesi: 135 engravings of Rome, made around 1770, the year of Piranesi's first visit to Rome and the beginning of his long love-affair with the city. Recently acquired by the American Academy, this collection of engravings includes a remarkable view of the colosseum, seen from high on the tower wall, the city's grand baroque palaces seen from surprising angles and with dramatic light effects which make them almost surreal, and detailed reconstructions of the four main basilicas of Christian Rome. Ends Jan 6.

Metropolitan Museum. Mexican art from pre-Columbian handicrafts to modern murals includes a majestic panorama with more than 300 works covering 30 centuries.

Pierpont Morgan Library. Treasures of Eton College Library: covers 550 years of collecting, including drawings of royalty, manuscripts and books among 200 borrowed objects.

Washington

National Gallery. Artistic dividends of the end of the cold war continue with a collection of 150 works by Soviet artists, including Kustodiev and his Soviet contemporaries with works never before lent by the Soviet Union. Ends Nov 4.

## Chicago

Art Institute. One of Chicago's most noted contemporary artists returns home when Ed Paschke's travelling retrospective, which opened at the Preston Centre last year, arrives with 47 of the painter's day-glo portraits and landscapes.

## Tokyo

Masterpieces of Japanese Art. This selection of 250 major works has been drawn together to mark the accession of the new Emperor. It includes rarely seen pieces from the Shōsōin Treasures in Nara, the Hōryū Temple, the Imperial Household Collection and elsewhere. National Museum. Closed Mondays.

Hara Museum. 10. Since its establishment ten years ago, this museum has held an annual show of young and emerging talent. This year, an opportunity to observe new developments and directions in Japanese art. Hara Museum.

be the first organised by the German History Museum with some 200,000 pieces on loan from 20 different museums from all over Europe, including the US. Otto von Bismarck, born 175 years ago in Schoenhausen, was the German Imperial Chancellor and Prussia's premier before he was sacked by the young Kaiser Wilhelm II 100 years ago. Until November 25.

## Frankfurt

Staedel museum has opened its new extension: 1,000 square metres display of 20th century art ranging from Picasso to Max Beckmann and Anselm Kiefer.

For the opening ceremony there are four special exhibitions on the ground floor concentrating on Max Beckmann with works which have only been seen before in Leipzig, the hometown of the painter. Ends Jan 9.

## New York

Brooklyn Museum. From pastoral landscapes to moonstruck mature fantasies this comprehensive exhibit makes the claim for Albert Pinkham Ryder as America's greatest American painter. Ends Jan 6.

Metropolitan Museum. Mexican art from pre-Columbian handicrafts to modern murals includes a majestic panorama with more than 300 works covering 30 centuries.

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## MUSIC

## London

London Festival Orchestra. Handel, Mozart, Vivaldi (Sat). Barbican (071 688 8891). Philharmonia conducted by Ettore Serafin. Elisabeth Leonskaja (Soprano). Brahms, Dvorak (Sun). Royal Festival Hall (071 226 8800).

Dizzy Gillespie leads the United Nation Orchestra in a jazz night (Sun). Barbican.

London Philharmonic conducted by Klaus Tennstedt. Felicity Lott (soprano); Schubert, Mahler (Sun). Royal Festival Hall.

BBC Symphony Orchestra. Stephen hough (piano). David Wilson-Johnson (baritone). Gerhard Bartos and Messiaen. Andrew Davis conducts (Mon). Royal Festival Hall.

Antwerp

Night of the Princes: The Royal Flanders Opera. Symphonies conducted by Bernard Haitink. (Tues). Barbara Hendricks (soprano) accompanied by Staffan Björk. Brahms, Dvorak, Liszt, Mozart and Schubert. Project: Bernstein, Stet, Ravel, Rossini. Royal Festival Hall (03-235 45 44).

## Amsterdam

Melos Quartet perform Hindemith, Mozart and Janáček. (Fri)

Concertgebouw.

Radio Philharmonic conducted by Edo de Waart, with Maxim Vengerov (violin); Gilfer, Prokofiev and Rachmaninov. (sat matinée). Concertgebouw.

Royal Concertgebouw Orchestra with Ronald Brautigam (piano), and conducted by Ricardo Chailly. Brahms, Brahms (Wed). Royal Festival Hall.

## Paris

Opera Opera Orchestra conducted by Ettore Serafin. Wham Chorus. Marin. Prokofiev (Mon-Wed). Bastille Opera (0301 6161).

Vienna Philharmonic Orchestra conducted by Riccardo Muti. Beethoven, Brahms (Tue). Royal Festival Hall.

## Madrid

USSE Symphony Orchestra conducted by Robert Caselles with Franco Springuel (cello); Dvorak, Janáček and Martíu. Maison de la Radio (Fri, 20.30).

Ensemble Aris orchestra conducted by Daniel Burlet with the Chorale Protestante de Bruxelles and soloists in a programme of Faure and Mendelssohn.

Cologne

Leipzig Gewandhaus Orchestra under Kurt Mazur plays Brahms. (Mon, Tues).

## New York

NTBT Symphony Orchestra conducted by Robert Caselles with Franco Springuel (cello); Dvorak, Janáček and Martíu. Maison de la Radio (Fri, 20.30).

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Ensemble Aris orchestra conducted by Daniel Burlet with the Chorale Protestante de Bruxelles and soloists in a programme of Fa

## ARTS

*A Midsummer Night's Dream*  
SADLER'S WELLS

One of the most peculiar pleasures of Benjamin Britten's *Midsummer Night's Dream* is his word-setting. Here, speech patterns govern: here they are subordinated to a melodic shape; here, characters repeat words for rhetorical, poetic or ruminative effect; here, words are inflected by flourishes, flights of coloratura, pauses, oddly sudden falls or rises in the vocal line. At first unsettling, this becomes, in much of the opera, haunting.

And words are the greatest pleasure of Opera London's new staging of the opera, which opened on Wednesday at Sadler's Wells. The smallness of the house, the forwardness of the stage action and the strong cast ensure that the audience is easily held by every episode. Even in ensemble, there is a vivid sense of utterance. For this, congratulations to conductor Richard Hickox and director David Mervin.

Mervin has not yet, however, had much experience in directing musical comedy, and, in particular, opera. His staging is nowhere remotely unusual but never musically revealing. Scene-changes and entrances in the final act miss any sense of surprise or wonder. And this reading is as comically lightweight as a standard Regent's Park *Dream*. Though one of Britten's finest achievements here is surely the combination of wit, ardour and fun with which he treats Helena and Hermia, Mervin just keeps them absurdly absurd.

Anabel Temple has put all the mortals in Edwardian attire. Boasters about; Lysander is in military uniform; poor Hermia (Della Jones) is squeezed into riding outfit. Oberon and Titania, in white, are barefoot, earthy, unisex and vaguely Asian, with Indian leggings beneath their dresses and with twigs in their hair.

The action lacks depth in every sense. The midground of Temple's woodland set is a steep grassy bank across the stage. Characters clamber up or down, or sleep, or just tread carefully. The basic stage pictures are always flat. But no wild thyme blows.

One part is poorly taken. As Titania, Lillian Watson, though slightly cautious in her "Come, now, a roundel" flights, is bright, melting, proud and warm her Act One. James Bowman, that most seasoned Oberon, gives an expert, detailed but somehow dutiful performance. He rules the forest with a boorish air, seemingly the least involved in lending himself to a new staging. Della Jones makes Hermia a marvellously strong, no-nonsense character, but Jill Gomez (once a Covent Garden Titania) and John Graham Hall seem to take Helena and Lyndsay as a lively two-dimensional cartoon jokes.

I like the initial humility that Donald Maxwell's Bottom shows amid the fairies, and the extraordinary expressiveness with which he moves that ass's head, but, despite many individually strong lines, this Bottom doesn't project enough of the role's heartening humanity. This is something that Norman Bailey, in the smaller role of Theseus, achieves with memorable authority. Penelope Walker (Hippolyta), Adrian Thompson (Flute), Andrew Gough (Snug) and others all make their mark.

The opera remains always enteraining. Surely, later in this two-week run of performances, it will open up and find more range. Hickox's conducting and the City of London Sinfonia are the components that could benefit most from this. At present they are supportive but overly discreet. Musk-roses, please, and egan-

time.

Alastair Macaulay

*The Devil and Kate*

NATIONAL THEATRE, PRAGUE

It is nearly a year since the revolution in Prague, but nothing very revolutionary is happening on the Prague stage. The only departure from tradition in this jolly production of Dvorak's *The Devil and Kate* is the slogan overlooking the set for Act 2 - "The Devil is With Us till Eternity" - satirising the words used by the Communists to justify the Soviet military presence in Czechoslovakia. Such an in-joke would not have been possible a year ago. Otherwise, the production - currently under consideration for the company's visit to the 1991 Edinburgh Festival - proclaims familiar musical virtues within a harmless pictorial framework.

*The Devil and Kate*, rather like *The Jacobin*, has always been a staple of the Prague repertory, but has had little success outside Czechoslovakia. It took a production two years ago at the Wexford Festival to bring its charms to wider attention. The new Prague staging for the Dvorak 150th anniversary adds weight to the view that *The Devil and Kate* is his most inspired operatic score - more tuneful and dramatically coherent than *Armenida*, closer than *Rusalka* to the composer's Czech roots and echoing some of Smetana's tart human observation in *The Bartered Bride*. The conductor is Bohumil Gregor whose bracing insights, idiomatic shaping of melodic line and easy command of rhythm and colour provide a musical foundation of immense distinction. Whatever else has changed in Prague (and the whole future

Andrew Clark



Group portrait of Sikhs: Servants and Favourites of the Patalia Court by an unknown Delhi artist.

*Triumphant journey through the Raj*

Patricia Morison hails the National Portrait Gallery exhibition

**A**n elephant in a unique chain-mail suit makes a superb centrepiece for *The Raj: India and the British 1600-1947*, at the National Portrait Gallery until March 17, 1991, sponsored by Pearson. The elephant suit was shipped to England as part of Lord Clive's stupendous booty when, after two centuries, a small trading company was well on its way to governing nearly one quarter of the world's population.

This compelling exhibition tells the story of the East India Company and how the British Empire lost the jewel in its crown. The exhibition opens in 1600, when to the Mughal emperors of India the English were merely one more group of infidel traders. The East India Company sailed principally to the south to buy pepper and spice, and only occasionally went north to woo the Emperors. Kashmir shawls, chintz, Mughal costumes and above all, Mughal miniature paintings, make a crowded and colourful opening to the exhibition. A lively bridal procession shows a bazaar in Rajput, with traders selling betel nut, spices, lentils, and daggers.

A fashion for certain things European was already evident among the Mughals. One artist showed Kashmiri villagers weaving and picking grapes against a backdrop of hills and lakes which imitated old-fashioned Flemish landscapes. Many Mughal artists imitated northern European art from seeing paintings or tapestries brought by embassies, or devotional prints put out by the energetic Portuguese Jesuits at Goa. Two mildly erotic miniatures suggest that to Indian eyes the Europeans breeches looked immodest. One shows a shrimp-sized page in European dress unrolling a stocking from the vast thigh of an odalisque, the other a Deccan prince being entertained by four graceful ladies, one wearing a ruff, doublet and hose.

In a hot country, and coming from a culture in which men dressed like poppins, it was easy for Englishmen to slip into Indian attire. In Van Dyck's magnificent portrait we see the Earl of Denbigh, who had been the king's ambassador to the Mughals, wearing wild-fowling in a fetching trouser-suit of pink silk. The Mughals' court painters showed them as wise, tolerant conquerors from whom the English were to learn much. We see the great Akbar, who loved pigeon racing and religious disputations, being presented with a book which was the Mughal equivalent of the *Domesday Book*. Two centuries later East India Company officials were using it in an English translation. It was they who now had the profitable right to tax the peasants of Bengal, to levy taxes on

lime, liquor, salt, pitch and fish, and decide how merciful to be when the "inundations" came.

In time, the English also saw the point of Mughal ceremonial even if it was traps of "oriental despotism". We see Shah Jahan, builder of the Taj Mahal, holding a *durbar* or ritualised audience. He is shown with a green halo to symbolise supernatural enlightenment. Haloes were out of the question, but the British rulers did borrow the *durbar*. (By the time we come to the 20th century, the exhibition's visual riches have pattered out; it is a touch dull to find only a photograph of the fabulously expensive Delhi Durbar for King George V and Queen Mary in 1911).

A wealth of 18th-century portraits and history paintings show how the Company's sticky web ensnared the Indian princes. A portrait of Nadir Shah, the Persian ruler, is not one of the better ones, but it may be the same one he sent the British governor of Madras, proclaiming his might in defeating the Mughal army and massacring 30,000 citizens of Delhi. Portraits, as ever, were propaganda: Sikh, Muslim and Hindu princes had adventurous English artists a good living. Tilly Kettle of Oxford went to the fabulously wealthy kingdom of Awadh and painted the Nawab in full after business in London turned sour. Johann Zoffany set up in Bengal in 1783 also painting the court of Awadh as well as Company officials and their families. A Delhi artist showed officials in their top hats riding on elephants to Emperor Akbar II's *durbar*. Off duty, artists English and Indian showed them at home in neo-Palladian villas where they smoked hookahs, played chess, and wore pyjamas.

Dingy though it is, an intriguing though it is, an intriguing detail discovered Zoffany interprets a notorious Indian practice from the classical perspective of his day. It depicts a Hindu widow about to sacrifice herself upon the funeral pyre of her husband. Zoffany shows the widow in the manner of a Roman heroine and clearly thought the practice of "suttee" admirable. In only a few decades the Victorians saw eliminating suttee, along with the Thugs, who were supposed ritually to strangle travellers, as a keynote of the white man's beneficial rule.

Zoffany apart, artists kept the heroic mode not for Indian life but for British victories, with an army which numbered a quarter of a million. Grandiose scenes of Plassey, Seringapatam, and the death of Tipu Sultan of Mysore, were publicly exhibited in London. They stimulated a growing awareness that India was a matter for national pride and not just a nest of corrupt "nabobs". Two modest watercolours show a charming young Indian princess wearing ropes of pearls

with her fortunate husband, the British Resident at Hyderabad. However, by 1800 mixed marriages had started to look questionable and as a Governor of Bengal wrote regretfully, the English were increasingly living as "strangers in land."

How far he was right is a matter of debate, and far from the only one raised in an exhibition which leans neither to one side or the other on the balance sheet of Empire. The English certainly took an interest in the picturesque life of the Indian streets and her wild landscapes, not to mention an architecture so fascinating that momentarily it rivalled the passion for the Gothic. Watercolours by William and Thomas Daniell fed into the fantastic wonders of Sezincote and the Brighton Pavilion.

**M**ore significant were the orientalists, who rescued, translated and published Indian classical texts, so making them accessible to Indians. An attractive portrait shows the most famous scholar, Sir William Jones, the judge in Calcutta who announced that Sanskrit, Latin and Greek were related. On his desk stands a statue of the elephant god Ganesh, patron of wisdom. Portraits, busts and books suggest how India was explored, mapped, its monuments looted and preserved. Not many of its peoples hearkened to the gospel; a comical engraving shows the Baptist missionary, William Ward, standing waist-deep in a river with his convert.

Particularly interesting is the section on the new science of anthropology which seemed, at last, to offer a way to classify the bewildering variety of castes, occupations, tribes, and sects. Now policemen, civil servants and army officers could know "their" Indians. In 1891, an influential civil servant announced a wonderful rule of thumb, or rather nose, for understanding caste. The finer the nose, he asserted, the higher the caste of your Indian.

The catalogue (National Portrait Gallery Publications) is a pleasure to read, and you should plan on doing so because the exhibition alone cannot point out all the subtleties of Indo-British relations and the tiger-traps of Raj history. Was the Black Hole of Calcutta really so much of a squeeze? Was it, as some have said, a hoax? The Indian Mutiny of 1857-8, as they called it in my schooldays, is now the Mutiny-Rebellion, a mass uprising which extended far wider than the sepoys who were enraged that the bullets for their new Lee-Enfield rifles were said to be greased with fat from the vile pig and the sacred cow. The exhibition treats warily, especially as the fateful midnight hour draws near. The result is an education and a triumph.

*Pollini's Diabelli*

ROYAL FESTIVAL HALL

"Brave New Worlds" wends its way ever onward on the South Bank. Maurizio Pollini's recital on Wednesday night was one of its fixtures, by virtue of its first half of Weber's Variations and Boulez's Second Sonata, to be followed by the Diabelli Variations. Indeed Pollini's three appearances this autumn have provided a welcome thread of continuity in the otherwise happenstance planning of this strange festival.

Of the pianists in the international jetstream he is the most consistent interpreter of the modernists around whom this celebration has been assembled. It is hard to think of anyone else who could have filled the Festival Hall for such a sobering programme, or who could have been relied upon to dispatch the Boulez without unfaltering concentration and accuracy. It is definitely one of his party pieces.

Of course, the Diabelli Variations are not intrinsically hard-going; their world allows many different approaches, and many paths through their thickets. But under Pollini's iron grip they can be made to seem as remote and forbidding an art object as any Boulez sonata or Stockhausen Piano Piece: his aesthetic approach, one senses, would be precisely the same in each case.

It is often hard to reconcile

the Pollini one hears in concert in London now with the compelling performer of the early 1970s, whose Schubert playing seemed freshly minted, and whose Beethoven and Schumann was charged with rhythmic and textual life. The technical control of course one still can take for granted, as well as the fierce, unflinching rendering of textures; the mordents that are strewn through the variations can rarely have seemed so bold and aggressive.

But the matter-of-fact presentation, the failure to be elated by the canonic tides of trills and broken chords in the sixth and seventh variations, to force a smile from the parodies or pastiches, or to be elevated by the ever-aspiring tone of the final group, is deeply troubling.

His performance was greeted rapturously, for reasons that remained hidden to me. Twenty years ago this was a pianist who seemed destined certainly for greatness, part of an extraordinarily rich generation that also included Ashkenazy and Argerich. In every recital nowadays one sees some sign that those early predictions were accurate, and reassurance comes less and less easily.

Andrew Clements

*Mein Kampf: Farce*

RIVERSIDE STUDIOS

In *Mein Kampf: Farce*, we are not as far from Feydeau and Cooney territory as you might think. Judging from the landmarks - pratfalls and slapstick, manic chases and ludicrous escapes, timely exits and unexpected entrances - we are somewhere on the borders of the Indian streets and her wild landscapes, not to mention an architecture so fascinating that momentarily it rivalled the passion for the Gothic. Watercolours by William and Thomas Daniell fed into the fantastic wonders of Sezincote and the Brighton Pavilion.

For example, it is not the local vicar making an unscheduled call who threatens to topple the testering logic of this farce, but Mrs Death searching the dosshouses of turn-of-the-century Vienna for the young Adolf Hitler.

Tabori adds several unsettling layers to the cliché of death personified. Fellow doss-house inmate Schlemo Herzl, a Jewish bookseller (Joseph Long), is moved to save the architect of the Holocaust from a premature demise. He stalls and bluffs, covering for Adolf (a seductive, kohl-eyed performance from Josephine Wellcome) has not come to take away the would-be dictator.

"I'm not interested in our friend as a corpse," she explains to Schlemo, who already knows he is wasting his love on the unlovable. "As a corpse, as a victim, he is absolutely mediocre. But as a criminal, a mass murderer, an exterminating angel - a natural talent." It is a genuinely creepy moment.

But such moments are widely spaced in Tabori's play - now, apparently, the most performed contemporary work in German-speaking theatre - and successful humour, black or otherwise, is in surprisingly short supply.

This is no fault of the energetic company, Jonathan Oliver - reprising his performance as Hitler in last year's first British production - is a fine mixture of Chaplinesque slapstick and stiff-limbed, gossestepping megalomania.

Joseph Long and Howard Goorney (as Lobjowitz, the Jewish chef who thinks he is God) assist the transformation, clipping the young man's buffoon-



ish moustache down to the infamous black toothbrush, and slicking his hair with grease from the stove. Another chilling moment: a loutish youth sits down in the barber's chair, a dictator rises from it - "Jew! I appreciate your assistance."

But Hitler may simply be too fascinating to fit easily into Tabori's scheme. His notoriety unbalances the plot, and the language (it is Tabori's own English version) is not rich or witty enough to command the audience's attention when Hitler is offstage. Unsurprisingly, the less wordy second half of Michael Batz's production is more compelling than the sluggish first act. Batz makes full and violent use of Emma Fowler's robust design - Tyrolean leather louts abseiling from the roof, a key-stone Cops chase, and a chicken killed and prepared for cooking in a nightmarish analogy of the Führer's rise to power.

*Mein Kampf: Farce* plays at the Riverside until November 10. Vegetarians should avoid it: the chicken killing is faked, but its dismemberment appears to be for real.

Andrew Hill

## ARTS GUIDE

## OPERA AND BALLET

## London

Royal Opera, Covent Garden: Verdi's *Amira* receives a first-rate new production at Covent Garden. Edward Downes conducts superbly, while the singing by Elizabeth Farnese is bold and striking, and Ruggero Raimondi (as Barone Tumanzini), Josephine Barstow, Dennis O'Neill (as Girolamo), and Giorgio Zancanaro sing with fiery eloquence; strongly recommended.

English National Opera, Coliseum: Revival of the award-winning 1986 production by David Pountney of Busoni's *Dr Faust*, conducted by Anthony Beaumont, with Alan Opie, Graham Clark, and Helen Field in the title roles.

Metropolitan Opera, New York: The new production of *The Abduction from the Seraglio* by David McVicar is a masterpiece.

London: *Amira* (as Simeon Duse) by Peter Muss Bach with Ronald Hamilton as Simeon Duse (as Stephen).

London: *Dr Faust* (as Barone Tumanzini) by Edward Downes.

London: *Girolamo* (as Girolamo) by Dennis O'Neill.

London: *Girolamo* (as Girolamo) by Dennis O

## FINANCIAL TIMES

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Friday October 26 1990

## Cautionary budget tale

THE BUDGET agreement which appears to have emerged from three months of bickering in Washington is an economic non-event; but politically, it may well prove a watershed. The US voters, who like dynamism when the economy is growing, have returned to a preoccupation with burden-sharing, or "fairness", as they have in the past when taxes were seen as hard.

A president who won a landslide victory in 1988 on his rigid opposition to tax increases was driven to bargaining with his political opponent not on whether to tax the rich, but how to do it. This is a warning to conservative regimes everywhere. The budget process remains unformed. And just as the right wing feared, spending cuts have been almost impossible to achieve once the tax door has been opened a crack.

It took a decade for the US fiscal deficit to grow to its present bloated scale, and it now seems likely to require another decade to get it back to a manageable size. Meanwhile, the US economy, once a locomotive for the world, is likely to remain a brake van, raising interest rates everywhere.

In terms of fiscal balance the agreement is close to what the president demanded in July, and to the package which was agreed at the budget "summit" and then rejected by both parties in Congress. That means that its impact is minimal in fiscal 1991, and barely adequate in the five-year time frame to stabilise the national debt in real terms – provided that there are no more nasty contingent liabilities to emerge, like the savings and loan collapse, as additions to public debt. Even with fingers crossed, it can be greeted in the world's credit markets only with a muted sigh of relief.

### Domestic politics

It is a major event, though, in terms of domestic politics. The argument over capital gains tax and top tax rates appears to have given the Democrats what may prove a decisive tactical victory. Opinion polls suggest that they have successfully labelled the Republicans as the friends of the rich, a label which could swing a small but crucial num-

ber of congressional and gubernatorial elections next month. As a result, the president may have to spend the second half of his term working with a Congress which can on occasion over-ride his veto.

Mr Bush could be a lame duck barely two years after his election victory. This need of itself prevent the US facing some of the hard decisions which are clearly overdue: Mr Bush is by nature a consensus man. President Eisenhower showed that the White House can work productively with a "hostile" Congress, and President Carter that it can fall foul of one which is nominally supportive.

### Reform unlikely

It seems sadly unlikely, though, that Mr Bush and today's Democratic party can achieve the reforms and decisions which are needed. The polls which paint the Republicans as the rich man's party also show the Democrats as the slaves of special interests, and the voters' judgment looks acute. The defence bill which finally emerged from the reconciliation process between House and Senate cuts is a sad example: in the end no real decision was taken, and all the weapons programmes – each with its strong local constituency – were maintained, though on a starvation diet, the surest known recipe for wasting money.

Since the Constitution established the Congress to represent regional interests only a reform in the budget process, giving the executive the option to leave voted funds unspent, seems likely to end the waste. However, waste elimination alone would not in the long run produce fiscal balance. At some stage a decision must be taken about the retired: only substantially higher taxes would enable their claims to be met into the next century. The main options are to cut benefits, to tax them or to raise the retirement age. If this were done soon, the surplus in the social security fund would grow to a level which would make a real dent in the national debt. But the old vote in greater numbers than any other group, and the fund is already in surplus. Nothing, then, could look less

just look at that map," Dr Vladimir Spielman, deputy director of the Western Siberian Geology Institute, waved at the wall, where the wealth of the world's richest oilfields was spelled out in great blotches of brown, yellow, orange and green.

"Even our Creator could not have laid it out in a better way. At the heart of every oilfield you have a great deposit of gas in the centre. Any western company having the same fields would do the obvious: inject the gas to lift the oil. It is what they do all over the world.

"So what do we do? We don't inject gas, because we don't have any factors which can produce the compressors at the right time. We have been asking for them for 15 years, and they are still not making them. So we inject water instead."

Dr Spielman's exasperation at the state of his industry is reflected across the board, in every interview with high officials, planners, engineers and ordinary workers. The extraordinary wealth and appalling wastage of the Soviet oil and gas industry, is legendary.

At a time when the Soviet economy is teetering on the brink of disintegration, production is crumbling, the infrastructure collapsing, and the lines of authority of the old command system are broken, the western world is looking at Soviet energy as the one possible basis on which to rebuild it.

This is the industry which generates the bulk of the country's export earnings, which has absorbed a huge share of capital investment for decades, and which is still sitting on untold reserves of oil and above all, of gas. While the rest of eastern Europe is facing potentially disastrous energy squeeze as the Gulf crisis pumps up prices, the Soviet Union should be set to reap the benefit.

Yet the state is bankrupt, unable to keep up the capital flow needed to maintain oil production. Can western investment in Soviet oil and gas provide the motor which revives the collapsing economy?

The truth is that the Soviet oil industry is itself in a state of turmoil, reflecting the chaos in the rest of the Soviet economy. At the same time it is burdened with an inheritance of technical incompetence, illogical planning, ecological negligence and, above all, a drive for production at all costs, which have left it frighteningly ill-equipped to cope with the technological demands of the coming decades.

Production is falling, when it was supposed to stabilise: down from 624m tonnes in 1988, to 607m tonnes last year, and no more than 575m tonnes this year. Exports have had to be cut back to protect the domestic economy, just when the hard currency is desperately needed. They were 6.3m tonnes below target in the first nine months – almost entirely at the expense of eastern Europe.

Threats of industrial unrest in Tyumen have plagued the industry all year, as the workers and their union leaders, try to use their bargaining power to eke out a few basic amenities from the bankrupt state.

So far the threats have seemed more theatrical than real. There is a suspicion that the union leaders, fearful of losing all political control like their brothers in the coal mines, have chosen to be more radical than their workers. But there is no denying the miserable conditions endured by the oil workers in the Siberian wastes.

They live in communal shacks or builders' caravans, even those who have come to stay, for years on end. Health care is virtually non-existent, and schooling is rudimentary. Doctors and teachers are paid a fraction of the wages of the wealthy oil workers. As for supplies of goods in the shops, they are as miserable as they have become in most of the rest of the country: meat has disappeared from the state shops in Tyumen, and sausages are only available for ration cards.

ness and a corresponding level of commitment".

Whether Polly Peck's finances would now be intact if it had stopped around less enthusiastically for the finest terms in the boom is inevitably a matter for conjecture. But the bickering that has emerged in recent weeks from the international banking community as banks try to protect their interests in a colder climate suggests that a decade of increasing liberalisation has done nothing to help the kind of co-ordinated, orderly solutions favoured by the Bank of England when the corporate dominoes start to fall.

### Impaired transparency

Another feature that the Polly Peck saga shares in common with earlier collapses concerns accounting and auditing. Rapid financial innovation has undeniably impaired the transparency of published accounts. This is particularly true in relation to borrowings. Despite the exponential growth of instruments such as interest rate swaps and caps, the accounts of highly levered companies too rarely reveal the extent to which debt has been hedged.

That said, a striking feature of Polly Peck's accounts was the failure to match costs with revenues: huge losses arising from a mis-match of currency exposures were removed by the profit and loss account by the age-old practice of reserve accounting. If this is true and fair, calling for no comment from the auditor in an age of proliferating auditing standards, bankers and shareholders might well question the point of an audit.

The riposte from a cynical auditor might be that bankers no longer seem to pay much attention to accounts anyway and that City analysts have long since lost the art of reading a balance sheet. And the hard-headed will conclude that more casualties are inevitable in a liberalised market. The good news for the more soundly-based banks is that lending margins are widening as a result. The worry is that Polly Peck will note the less encouraging them to pull in their horns just when confidence is becoming a waning commodity.

## What to make of Polly Peck

POLLY Peck International is so far removed from the mainstream of British corporate life that it is tempting to regard it as *sui generis* – a case on which it might be unwise to rest any generalisations about the workings of the system. Yet it is hard to escape the conclusion that there is something fundamentally wrong with a capital market that can put a value of \$2bn on a company at one moment, only to discover that the outfit is potentially insolvent four months later. Unusual Polly Peck may be, but it is often the corporate mavericks, with highly individualistic, entrepreneurial management, that expose the cracks in the structure. And the nervousness of the stock market as a whole, in the face of this dizzy collapse, suggests that there are indeed wider questions worth pondering.

Mr Asil Nadir, the company's chairman and chief executive, has always appeared to stand at a distance from the crowd because of his Turkish Cypriot origin and the remarkably high proportion of Polly Peck's business that is outside the UK. Yet he shares a number of features in common with the group of ailing businessmen loosely known as the "Thatcher entrepreneurs". One of the more salient was his readiness to make very ambitious acquisitions, financed primarily by bank borrowings, in relation to his existing balance sheet. In a period when traditional banking relationships were breaking down under the pressure of increased competition arising from deregulation, Mr Nadir, like so many others, borrowed widely, but not well.

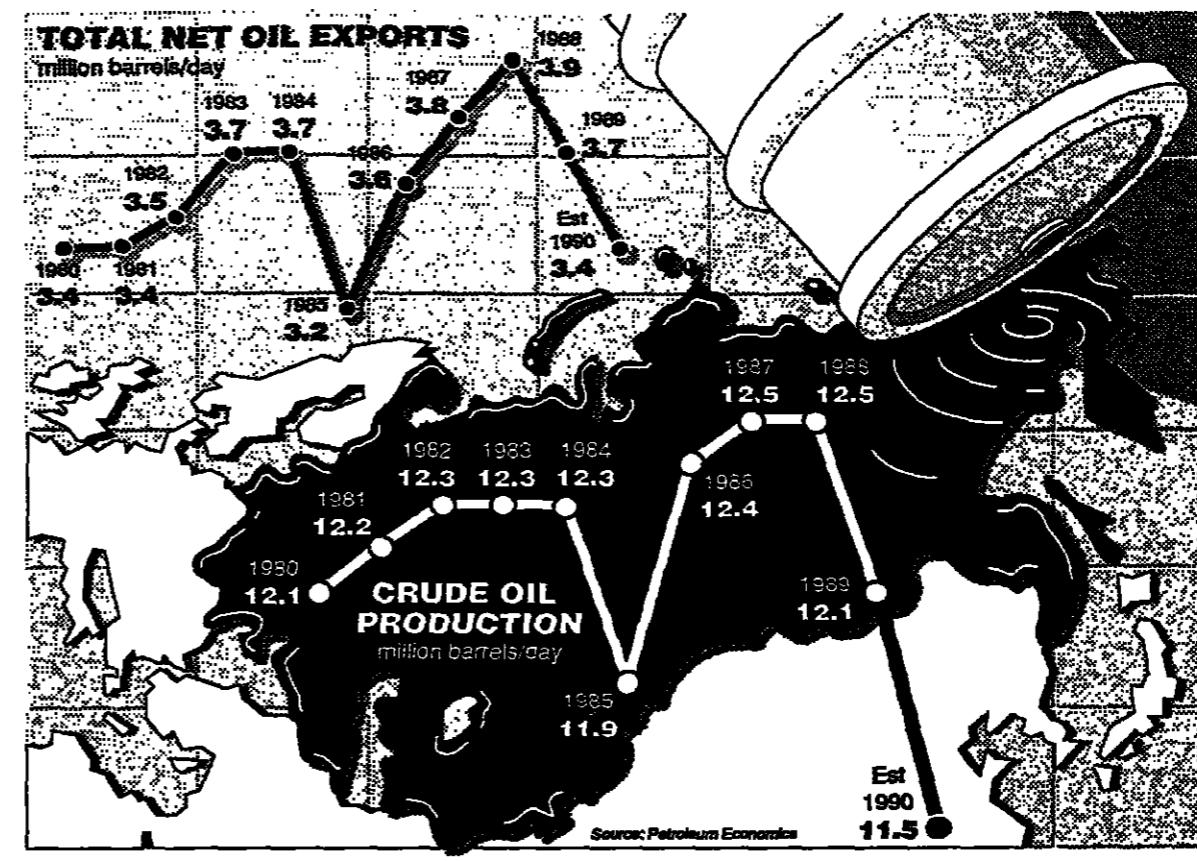
### Frequent warnings

As the central bankers have frequently warned since the recession of 1980-81, companies that seek to profit from the shift to transactional banking by adopting a divide and rule policy towards the army of lending bankers who knock on their door may pay a high price at a later date. In the rather chilling phrase employed yesterday by the Governor of the Bank of England, Mr Robin Leigh-Pemberton, such creditors "have a relatively shallow grasp of the realities of the company's busi-

ness".

Quentin Peel reports from Tyumen, western Siberia, on whether western capital can come to the aid of the ailing Soviet oil industry

## Sticky time for a valuable resource



The environment is an almost unmitigated disaster. Vast acres of Siberian marshland have been destroyed by oil spills, in the headlong drive to raise crude oil production at all costs since 1985, when oil from the Tymen field started to flow.

The irony is that the water pumped into the oil wells becomes contaminated and highly corrosive. That in turn has destroyed hundreds of miles of feeder pipelines – an estimated 1,000 kilometres are in urgent need of replacement, according to local reports. There are 40,000 pipeline accidents in the huge territory every year.

Oil industry officials admit they have no way of telling when the pipes have sprung a leak, except when no oil is coming out the other end. Preventive checks and repairs are almost unknown. At the same time, huge quantities of gas are being burned off into the atmosphere – about 16bn cubic metres, or almost a third of the total consumption of the UK each year – causing unknown damage on the edges of the fragile Arctic.

And yet western oil companies are queuing at the door, looking to get a foothold in the world's last unexplored reservoir of accessible energy.

Mr Viktor Pavlov, vice-president of the newly-formed Tyumen Oil and Gas Association, umbrella body for 10 oil production companies in the region, has a stack of glossy oil company brochures on his desk. Exxon, Conoco and BP stand out on top. Every oil major in the world has passed through in recent months.

Both Conoco and Elf-Aquitaine of France have signed declarations of

intent this year to begin joint ventures with Soviet partners. Down in Kazakhstan, Chevron is set to finalise joint production rights for the huge Tengiz field beside the Caspian Sea, if a host of production and technical problems can be resolved.

Shell is involved in a modest joint venture in Nefteyugansk, in the heart of the Tyumen region, with Fracmas of Canada, using western technology for oil well stimulation.

Back in Moscow, BP has just followed Shell, Elf and Agip by opening

**The Soviet oil industry is burdened with technical incompetence, illogical planning, ecological negligence and a drive for production at all costs**

a full-time office, while Agip has gone one better with a plan to open a string of petrol stations round the capital. The first billboard is up on the airport road, although there is precious little sign of petrol pumps to follow it.

For such international giants, there is precious little yet to show for their interest. The declarations of intent, the joint ventures and office-openings are all token gestures in an increasingly anxious jostling for position in the market. But can they make a difference?

Dr Eugene Khartukov, chief of the

World Energy Analysis and Forecasting Group in Moscow, is convinced that foreign investment on a large scale is essential for the industry's recovery, but it will be a long process.

"The industry is almost in crisis, particularly where declining production is concerned," he says. "This is the beginning of a very long and steady decline. There are quite sound, objective reasons for that, and they cannot be changed overnight."

He sees several causes. The first is the depletion of the resource base, as all the easiest oilfields have been rapidly exploited, and only far more difficult structures remain. Ever-increasing investment and technology will be required to maintain constant production.

The second factor, he believes, is a very poor technological base for the industry. "Almost 60 per cent of the oil production equipment in use is already obsolete. For the oil refining industry, the figure is 75 per cent," he says. "Only 15 per cent of all equipment would meet western standards."

As for the Soviet oil equipment industry, it can now only meet 25 per cent of the production industry's requirements. The fact that 75 per cent of the equipment industry is located in the southern republic of Azerbaijan, and that was severely disrupted by race riots at the start of the year, merely compounded an existing crisis, Dr Khartukov believes.

The third factor undermining the industry's recovery hopes is its economics, he says. "To produce oil in our country now is absolutely uneconomic. We have very artificial prices,

### Hahn shown green light

Carl Hahn, Volkswagen's chief executive, is the sort of person who would shrug his shoulders or adjust his glasses if you told him his house had burned down.

When the Volkswagen car group was hit by a damaging foreign exchange scandal three years ago, he reacted with an Olympian coolness which disconcerted many critics. "It's like stopping at a red light and being hit from behind," he said. Hahn has headed VW, the biggest car concern in Germany, and neck-and-neck with Italy's Fiat in Europe, for most of the 1980s. Now, the company has decided it cannot simply let him go where he reaches the retirement age of 65 next year.

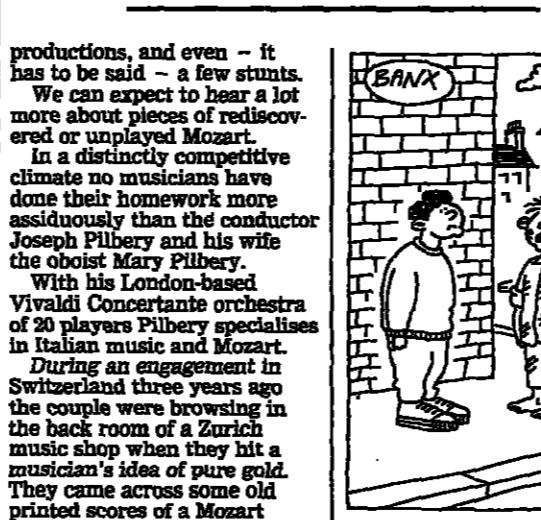
So, in an unusual move for German industry, Hahn is being asked to stay on for another two years until the end of 1993. That possibility has been the subject of speculation for some time. Hahn himself had a typically offhand comment when asked about it. "Contracts can be extended, but life cannot." The final decision from the supervisory board will come in mid-November. But VW says a special committee of the non-executive board (including its main industrialist and labour representatives) has recommended that he stay on. So it is almost a foregone conclusion. One of the main reasons for asking him to remain is VW's heavy investment in east Germany and its ambitions in eastern Europe.

"We have an enormous obligation not to disappoint," he says when asked about VW expanding eastwards.

### Mozart time

The Wolfgang Amadeus Mozart industry is tuning-up to note the bicentenary of his death next year with a rich variety of memorials, concerts,

### OBSERVER



"I'm the seventh son of a seventh son".

the time of his arrest.

His lawyer said his client had a history of alcohol problems.

### Old ale

The work is a Mozart concerto for oboe and orchestra in the composer's favourite key of E flat. It last for 25 minutes. "To make clear it is not to be confused with the well-known Mozart oboe concerto in C major," says Pilbury.

The Vivaldi Concertante's contribution to what is certainly going to be Mozart year will be to perform the E flat oboe concerto on Mozart's birthday, January 27th, at St John's, Smith Square, Westminster, with Mary Pilbury as the soloist.

The riposte from a cynical auditor might be that bankers no longer seem to pay much attention to accounts anyway and that City analysts have long since lost the art of reading a balance sheet. And the hard-headed will conclude that more casualties are inevitable in a liberalised market. The good news for the more soundly-based banks is that lending margins are widening as a result. The worry is that Polly Peck will note the less encouraging them to pull in their horns just when confidence is becoming a waning commodity.

### Print run

The first American ever to be convicted of counterfeiting Polish currency has been sentenced to five years.

The man purchased a \$19,000

laser copier in order to make the imitation notes. Some \$m counterfeit zlotys were later seized from his apartment. The exchange rate was nearly 10,000 zlotys to the dollar. By using traditional bottles

it has also helped solve an environmental problem – the disposal of aluminium beer cans.

The importance of the new brewery to the Tongan economy can be judged from one official statistic. Previously, Tonga's total export earnings from bananas was spent on buying imported beer.

### Lagos bargain

A colleague has just had an offer of a cool \$56m.

A charming letter from someone who claims to work in the Nigerian Federal Ministry of Aviation, Lagos, says he and a number of other officials want to transfer a sum of money into her London account.

When all about you are saying the same thing you know they are wrong. British conventional wisdom on monetary, economic and political union in the European Community is that we are heading - inexorably - for a form of political federation that Britain will resist but will in the end be obliged to join. The alternative is that the rest of the EC will proceed without its most troublesome offshore island. Meanwhile, the Conservative party will be split asunder. The election will be lost; Mrs Margaret Thatcher will be toppled; Labour will take over.

Another, contrary, picture seems to me to be at least equally plausible. Consider the impetus towards monetary, economic and political union remains, but its significance is reduced, or perceived to be so. Euromania slowly subsides. The much-feared destination, a federal Europe, continues to recede into an ever-further distance. The process of bargaining among the 12 members of the EC continues along its usual course, with Italian eruptions here, British obduracy there and an uncertain Franco-German alliance everywhere. The end result of each crisis is an agreement signed by all. The Conservatives squirm, but unity is maintained. Mrs Thatcher is not toppled. Labour does not take over.

Leaving aside such base considerations as the short-term effect on British domestic politics, the above paragraph might be rejected as merely a fuzzy print of the first, starkly federal, picture. You could argue that it amounts to an evolutionary process at the end of which there does indeed lie a united states of Europe. Yet the organic approach is implicitly accepted by many British ministers, including the former foreign secretary, Sir Geoffrey Howe, and his successor, Mr Douglas Hurd, neither of whom is very keen to contemplate the possible destination.

It is possible to view this as a fuzzy print through blue-tinted spectacles. Suddenly all becomes attractive. The inherent irreconcilability of European nationalism with Euro-federalism will either keep the latter at bay until comfortably into the next century or destroy it altogether. This is highly likely to be true of actual political federation, and just possibly true of the level of economic and monetary union that would so diminish national control over national economies as to constitute a federation in all but name.

If you take this line, which to English nationalists such as the prime minister is less

## POLITICS TODAY

# Twin tracks that might converge

By Joe Rogaly



unpalatable than any alternative, it is possible to postulate an agreed outcome to the present disputes. That, certainly, is the current view in No 10 Downing Street. The decision to enter the exchange rate mechanism of the European monetary system may have been hard to swallow, but it is yesterday's news. Now the next step is to finesse the other members of the EC into saving the Conservative party. There will be troubles, and big headlines, at the December inter-governmental conferences on economic and political union but in the end there will be give on all sides, *including the British side*. Therefore, as seen from No 10, it is at least possible that the signatures of all 12 heads of government will be appended to any agreement.

Mr Nigel Lawson, the former chancellor of the exchequer, is one witness for the latter proposition. He argued, in the House of Commons on Tuesday, that there is a world of difference between stage two of the Delors programme, for which he believes a date might

soon be agreed, and stage three, for which he foresees "no possibility" of a starting date. Stage two is notoriously vague, but Mr Lawson describes its essence as being "independent national central banks co-operating closely together"; stage three, the single currency "is something so far down the road that, if it ever happens, we do not need to be concerned about it now".

It is true that even if you stop at "independent central banks operating closely together" there is a huge snag. Neither Mrs Thatcher nor the Labour leader, Mr Neil Kinnock, can be said to be ready to swallow the privatisation of the Bank of England. The freedom to ruin the British economy is a jealously-guarded prerogative of Whitehall; the Commons cherishes the illusion that coming in from the members' bar to rubber-stamp Treasury decisions constitutes parliamentary sovereignty.

Yet the package for the hard ERM proposed by Mr John Major, the chancellor of the exchequer, contains within it

seeds that, properly planted, could come up Lawsons. It requires management by a European monetary fund that would have to be either wholly independent or run by a college of bankers drawn from national central banks. Mr Major also leaves open the possibility of the hard ERM evolving into a single currency "if that were the wish of governments and peoples".

Turning these concepts into agreement to a restructured Delors stage two should not be difficult for a chancellor who abandoned a commitment not to join the ERM until the actual rate of inflation fell by substituting "prospective" for actual. He managed this in a few short phrases at a conference of the International Monetary Fund. Adding a phrase that seems like acquiescence in an eventual single currency as a goal of policy should not trouble a prime minister who would have us believe that she assented to membership of the ERM for any reason other than a political desire to reduce interest rates. A great deal

depends upon the willingness of the French and the Germans to accept the language of irresoluteness from this flexible pair of politicians in Downing Street. The pair may be lucky. The least that can be said is that now that Germany is safely unified, we cannot be certain that Britain will be called upon to join the Euro before Christmas.

In short, it is at least possible that the celebrated train taking us towards European unity will now pause for at least a while at a half labelled single market plus natural enhancements. The downside might be a growth in the "democratic deficit", or, in plainer words, a larger and more powerful bureaucracy in Brussels.

This latter supposition is supported by the European Commission's proposals on political unity, put forward in a brief paper on October 21. Its essence is the maintenance of the existing structure, with additions as necessary. That implies a relatively toothless elected European parliament, a strong commission (no surprise here) and an overriding council. The latter is a collogue of the member governments, while it prevails there can be no theoretically independent central bureaucracy, although the Commission is now long practised at extending its powers by exploiting divisions among member states and through interpreting such authority as is put in its hands.

It would therefore gain from its proposal to extend majority voting in the council, but that would not be federalism. It would simply add to the number of areas of policy in which power is shared between other EC governments. There is justification for this on some issues, but not others. For example, on the environment, the scientific need is for cross-border arrangements; nationalism is dysfunctional when it comes to curbing carbon dioxide emissions. Foreign policy and defence are a different matter. Some of the continental powers have shown themselves to be less than steadfast over the Gulf crisis, while the French are not inclined to share control over their armed forces.

The upshot is that it should be perfectly possible for Mrs Thatcher to face this weekend's "emergency" summit of the EC knowing that its purpose is to flatter the Italians during their presidency and the mid-December inter-governmental conferences knowing that there is little to fear on political unity and everything to play for on economic and monetary union. If she lets her head rule, she could yet sail through unscathed.

Turning this passage from a shining example of independent engineering to become the British arm of Linde's European fork lift truck empire is a vignette of what has become of much of British engineering. Its story is also a salutary warning that industry could still be paying the costs of the current recession well after it finishes. For the story of the fall and rise of Lansing begins with the recession of 1980-81.

Mr Terry Colson, joint managing director, recalls: "We

only just survived. Overnight we went from producing 35 units a day to 5,000." In 1980 the workforce of about 3,000 trucks a year

sophisticated warehouse trucks, boosting its exports from 40 per cent to 70 per cent of its annual output of about 3,000 trucks a year.

About 60 per cent of the trucks it produces are built to customer specifications. In future there will be more standardisation, with variations for customers' special needs added at the latest possible moment.

Mr Colson expects a 15-20 per cent reduction in unit costs. The time it takes to make the most complicated very narrow aisle trucks could be cut by more than half, according to Mr Terry Pritchard, manager of the assembly plant.

Mr Bruno Kulick, joint managing director responsible for marketing, expects these manufacturing changes, combined with more aggressive marketing, to lift Linde's UK market share from about 24 per cent to more than 30 per cent.

This transformation will have its costs. In the next few years employment should fall to about 1,600. More components will come from Linde's German suppliers.

But the main price is the change in Lansing's status. Partly because of the recession 10 years ago Lansing has had to forego its position as an independent, general fork lift producer, to become a specialist part of a larger, Germanised grouping. Is it inevitable that the German company should have taken the lead?

Mr Kulick, a German manager brought in from Lansing Bagnall's former German operations explains: "Linde has really good long term planning, very solid. The Germans have never seen anything like the recession of 1980-81. Their market may go down by at most 10 per cent, but not 20 per cent to 30 per cent. They do not have to cope with that disruption to their business."

In three years many British engineering companies may look back on the early 1980s happy to have survived. It is then that industry will have to pay the longer term cost of recession as they emerge from the bunker to find how far ahead their competitors have advanced.

## LETTERS

### Auditors' independence and integrity

From Mr C. Swanson.  
Sir. Your editorial comment ("Auditing the auditor," October 19) refers to the application by the three Institutes of Chartered Accountants to become recognised supervisory bodies under the Companies Act 1989. You rightly describe the proposals for audit supervision as an advance, but fail to recognise the very strict ethical rules which already govern the independence of auditors.

Chartered accountants in the UK are required to meet standards of integrity and independence that are among the highest in the financial community. Not only are auditors barred from holding shares in client companies and from entering into other financial arrangements, such as loans, but these restrictions are also applied to other departments within the same firm. Nor is it true to say that the directors appoint their own watchdogs. Auditors are appointed annually by the shareholders in general meeting. Although appointments are generally on the recommendation of directors, the law enshrines the right of the auditor to communicate directly with the shareholders in the event of a move to replace him. Professional rules require a new auditor to consult with the outgoing auditor to ensure that there is no reason that the appointment should be refused. These safeguards serve to ensure that the auditor's independence cannot be compromised in a dispute with the board.

The issues surrounding the independence of auditors were thoroughly debated three years ago when the Department of Trade and Industry issued its consultative document on regulation of auditors. Government clearly accepted that auditors do exercise a proper degree of independence and that further measures were not required. We believe that no audit failures involving important firms have resulted from lack of independence.

Far from failing to address

the central question of independence, as alleged in your editorial, the monitoring proposals go right to the heart of this vital issue. When implemented, the monitoring process will generate additional data on the standards of independence achieved by audit firms. It will then be possible to take properly informed decisions about the need, if any, for further action.

From Mr Robert Melville.  
Sir. Your editorial comment regarding the decision by the chartered bodies to set up their self-regulating authority raises two key issues.

First, how can such a body claim "independence" when it is itself responsible for its own integrity and effectiveness. Independence is much more than a mere arm's length distance from the paymaster. It requires an independent state of mind which is encouraged by clearly defined reporting lines and a fundamental statement of intent from senior management. For many organisations now, a properly constituted internal audit department which can review all systems and activities in the organisation fulfils the need for an independent review which a specifically financial opinion cannot provide.

Secondly, there is a clear need for companies to set up audit committees which have the brief to supervise and control all audit related activities: remuneration, reports, liaison between external and internal audit and appointments. Until such committees are required, there will always be a risk that audit work will not be perceived to be independent. Such committees should include non-executive directors to

ensure the effectiveness of an objective position. This will encourage the "second tier" which you note is absent at present.

The 1989 Companies Act made some interesting changes to how external audit is managed. But until future legislation addresses the issue of a statutory requirement for internal review, and companies and shareholders recognise the advantage of independent non-executive directors, I fear that auditors will never be able to offer an alternative to a narrow and restricted view of a company's health.

From Mr Suraj Paul.  
Sir, We very much appreciated your comment, both as the spurious victim of the Caparo case, and as the party which has so far foisted the bill for enlightenment the investment community to the danger of relying on audited accounts.

We entirely support your contention that the House of Lords' ruling means that the auditors' duty to anyone other than the existing shareholders is so limited as to be close to meaninglessness.

The ultimate solution probably lies with a combination of legislative change (to make auditors liable) and a complete change in the nature of the current three-line audit report so as to give the auditors a proper opportunity to say what they really think about the financial reporting and controls of their client.

We hope investment institutions, who collectively face a large risk under the present unsatisfactory situation, will heed your request and start playing a constructive part in this debate.

From Mr Gordon Wilkinson.  
Sir, Stephen Fidler's article ("Foreign exchange accord criticised," October 17) was most helpful. However, small businesses like ours would value improved communication between European banks on currency exchange matters.

Such co-operation might reduce the exorbitant charges on sterling-denominated cheques drawn on European banks.

In one instance last week, 33 per cent of the £55 that we had worked hard to earn went on bank agents' fees.

Gordon Wilkinson,  
editor and publisher,  
*Analytical Instrument Industry Report*,  
P.O. Box 78,  
East Grinstead, Sussex

### Turkey, Cyprus and UN resolutions

From Mr Angelos Angelidis.  
Sir, Edward Mortimer's article ("More than one kind of linkage," October 16), in which he recalled Turkey's invasion of Cyprus in 1974, caused Mr Genc (Letters, October 23) to resort to a much remastered justification and distortion of historical records.

Mr Genc cannot brush aside the fact that Turkey continues to occupy 38 per cent of the territory of Cyprus, a member of the United Nations, and has assimilated it into Turkey.

Nine thousand years of history and culture are being methodically destroyed, all the indigenous inhabitants (200,000) have been uprooted, and 75,000 Turkish colonists from the mainland have been transplanted into the occupied area. The occupied part of Cyprus is often referred to as the 60th province of Turkey.

Mr Genc should know that the numerous UN General Assembly and Security Council resolutions specifically call for the respect of Cyprus's independence, sovereignty and integrity, the withdrawal of all foreign military forces and the return of the refugees to their homes, in conditions of safety.

Angelos Angelidis,  
high commissioner,  
Cyprus High Commission,  
23 Park Street, WI

And then the bank agents took their fees

From Mr Harold W.D. Hughes.  
Sir, The chairman of the Post Office must be living in a different world if he believes that the first-class service "is far better than ever before" ("Post Office says delivery is best ever," October 23).

This association, which has 36 member oil and gas companies, has had to resort to extensive use of fax and courier services to maintain effective communication. A batch of papers sent first-class recently, mostly to the London area, did

## German pick-me up for fork lift trucks

Charles Leadbeater on the announcement of a £40m plant investment at Lansing-Linde

Mr Graham Lewcock is looking forward to the gold watch he will soon receive for 25 years' service at Lansing-Bagnall, the fork lift truck manufacturer based at Basingstoke in Hampshire.

This latter supposition is supported by the European Commission's proposals on political unity, put forward in a brief paper on October 21. Its essence is the maintenance of the existing structure, with additions as necessary. That implies a relatively toothless elected European parliament, a strong commission (no surprise here) and an overriding council.

The latter is a collogue of the member governments, while it prevails there can be no theoretically independent central bureaucracy, although the Commission is now long practised at exploiting divisions among member states and through interpreting such authority as is put in its hands.

It would therefore gain from its proposal to extend majority voting in the council, but that would not be federalism. It would simply add to the number of areas of policy in which power is shared between other EC governments. There is justification for this on some issues, but not others. For example, on the environment, the scientific need is for cross-border arrangements; nationalism is dysfunctional when it comes to curbing carbon dioxide emissions. Foreign policy and defence are a different matter.

Turning these concepts into agreement to a restructured Delors stage two should not be difficult for a chancellor who abandoned a commitment not to join the ERM until the actual rate of inflation fell by substituting "prospective" for actual.

He managed this in a few short phrases at a conference of the International Monetary Fund. Adding a phrase that seems like acquiescence in an eventual single currency as a goal of policy should not trouble a prime minister who would have us believe that she assented to membership of the ERM for any reason other than a political desire to reduce interest rates. A great deal

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# FINANCIAL TIMES

Friday October 26 1990



## Soviet godfather of diplomacy

Lionel Barber examines the issues behind the Primakov shuttle

HERE is more than a touch of Henry Kissinger about Mr Yevgeny Primakov, the Soviet Union's special envoy in the Gulf crisis. Like 'Dr K', Mr Primakov has the uncomfortable knack of keeping his diplomatic counterparts guessing. And so it was this week when he popped up in Cairo, the first leg in a second round of shuttle diplomacy which is causing some queasy stomachs at the higher levels of the Bush administration.

Only last Friday, during an 80-minute session in the Oval Office, President Bush told Mr Primakov flatly that the US was not interested in striking a deal with Iraq. Partial solutions, said Mr Bush, were out. And there the matter was supposed to have ended.

The official response to Mr Primakov's latest mission to Egypt, Iraq, Saudi Arabia and Syria is to profess ignorance as to its motive. But the nagging question remains: is Mr Primakov - intentionally or otherwise - muddying the waters in the multinational effort to eject Iraqi forces from Kuwait?

These were among the questions discussed yesterday at a meeting between Mr Bush and Mr James Baker, US secretary of state, as they mulled over the possibility of a high-profile diplomatic counter-mission to the Gulf and to Europe aimed at stiffening spines.

The Primakov shuttle diplomacy raises delicate issues for the Bush administration which has gone out of its way to praise the Soviet Union for its



Soviet diplomat Yevgeny Primakov: delicate status

co-operation during the Gulf crisis. The common US-Soviet front in the United Nations Security Council was, after all, the driving force behind the imposition of unprecedented sanctions against Baghdad.

Equally delicate is the status of Mr Primakov - a close adviser of Mr Gorbachev since his ascent to power in 1985 - within the Soviet foreign policy establishment. US officials say:

Just as Mr Kissinger acted as President Nixon's unofficial secretary of state in the Viet-

nam war, so Mr Primakov at the expense of Mr Edward Shevardnadze, the Soviet foreign minister, in the Gulf crisis. This is not a comforting development because Mr Baker has gone out of his way to cultivate a relationship of trust with Mr Shevardnadze.

Asked about these matters, the Soviet embassy in Washington drew a comparison between Mr Kissinger's efforts and Mr Primakov's shuttle diplomacy in 1973, following

accept the farm reform proposal until after the joint meeting today in Luxembourg of EC farm and trade ministers and the meeting of EC heads of government in Rome at the weekend.

He was backed by several other delegations.

Mr Dunkel's desire to call a crisis meeting of the TNC was triggered when hopes that the EC could resolve its internal impasse over farm reform appeared to be fading.

President François Mitterrand of France had urged his ministers in a cabinet session on Wednesday to take a firm line in defending French farmers' interests at the meeting in Luxembourg today.

French officials had stressed that France, the Community's biggest farm producer, would not be satisfied by the package of compensation payments for farmers that the EC Commission is putting together in the hope of persuading Germany to

accept the farm reform proposal drafted by Mr Ray MacSharry, the Agriculture Commissioner.

Paris wants to ensure that no concessions will be made on Community export subsidies in the Uruguay talks and that barriers are maintained to imports of soybean oil, other oilseeds and corn gluten feeds.

It also wants to retain preferential access to EC markets.

Later on Wednesday, Mr Tran Van Thinh, head of the EC delegation to Gatt, told Mr Dunkel and senior negotiators that it might be impossible for the EC to agree on a farm proposal.

Earlier in the day, at an informal TNC meeting, the US and several countries from the 13-nation Cairns Group of farm exporters had maintained that even if it were tabled, the proposal to cut farm supports by 30 per cent under discussion in the EC would provide no real basis for continuing the farm talks.

The US and Cairns Group are seeking 90 per cent cuts in export subsidies and 75 per cent reductions in other forms of support.

Confronted with a situation in which the EC might be unable to agree on a proposal - and even if it did, the proposal might not be enough to lead to serious negotiations - Mr Dunkel decided it was time to call a crisis meeting of the TNC.

The US persuaded him to wait until next week.

Mr Louis Mermaz, French agriculture minister, in Paris yesterday evoked publicly the possibility that the Uruguay round might have to be extended beyond its December deadline.

"We would be better off accepting a delay than in rushing to sign a bad agreement (that would hurt French agriculture)," Mr Mermaz said.

Japan offers to cut tariffs, Page 5

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Japan offers to cut tariffs, Page 5

## US delays decision on farm subsidies cuts

By William Dulforce in Geneva

THE US yesterday asked that the European Community be given a last chance to table a proposal on cuts in farm subsidies, thereby delaying the outbreak of a potentially fatal crisis in the Uruguay round of trade talks.

Mr Arthur Dunkel, director-general of the General Agreement on Tariffs and Trade, was about to call an extraordinary meeting of the Trade Negotiations Committee (TNC), the Uruguay round's governing body, for November 5 after the Community had acknowledged that it might be unable to submit an offer on farm reform.

The intention was that the TNC, with several trade ministers present, would decide how to handle the deadlock over agriculture which threatens to bring the four-year exercise in world trade liberalisation to a standstill just 40 days before it is due to end.

Mr Warren Lavelle, US negotiations co-ordinator, urged Mr

Dunkel to postpone his decision until after the joint meeting today in Luxembourg of EC farm and trade ministers and the meeting of EC heads of government in Rome at the weekend.

He was backed by several other delegations.

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Japan offers to cut tariffs, Page 5

## Gardini, ENI rekindle battle for Enimont

By Haig Simonian in Milan

MR RAUL GARDINI, the head of Italy's Ferruzzi-Montedison group of companies, yesterday rejected the terms set by ENI, the state-owned chemicals and energy concern, for the sale of its 40 per cent stake in Enimont.

Complaining of "distortions" in the contract prepared by ENI, Montedison described the conditions as "unacceptable" putting an end to a swift conclusion to one of the most bitter battles in Italian corporate history.

Coopers, which previously had been retained by Polly Peck to report on its operations, is prevented from examining any injunction from examining any papers in northern Cyprus.

He said Coopers had been shown documents which indicated that about £100m was being held by Polly Peck from its operations in three Turkish Cypriot banks along with a further £40m.

Coopers had not yet formed a view on Polly Peck's 1989 accounts, which were given a clean audit report by Stoy Hayward, the accountancy firm.

Mr Jordan said Coopers was trying to find £200m in the accounts, now reported as

valid and acceptable. However, it was now up to Enimont to take its own decisions.

The form of words implied that Montedison hinted strongly at a return to the confrontational tactics it had pursued prior to the latest government-inspired attempt to find an acceptable divorce settlement between the two groups over the future ownership of Enimont.

Addressing a hastily-arranged press conference in Rome, Mr Gardini said the government's plans to settle Enimont's ownership had been

Enimont backed by Montedison but blocked by the ENI side.

The return to such a pugnacious approach probably followed fruitful contacts earlier in the day between Mr Gardini and Mr Franco Piga, the Minister for State Shareholding. Having failed to elicit government support for his accusation that ENI had distorted the sale procedure, Mr Gardini may have had little choice but to resort to his previous approach.

The institute also believes that there will be an increase in company mergers and takeovers in the European defence industry over the next few years in response to an improving international climate.

It argues that a future arms control agreement will act as the catalyst for a change in the structure of Nato procurement decision-making and bring an end to defence procurement decisions taken by governments on a purely national basis.

The study believes that shipbuilding companies and tank producers are particularly vul-

nerable to defence spending cuts. It suggests the shipbuilders Cammell Laird, Swan Hunter, Yarrow and Vosper Thorneycroft in Britain, as well as HDW and Lürssen in Germany and E N Basini in Spain, are likely to be hit hard.

In tank production, the institute believes Vickers will face problems, "even if it is chosen as the contractor to replace the Chieftain tank" and it will be forced to diversify away from defence contracting.

It adds that the Italian tank manufacturer Oto Melara "is faced with serious difficulties", that the German companies Krauss-Maffei and MAK have already reduced their tank production capacities, while GIAT, the French state-owned concern, has announced lay-offs for the next two years.

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## INTERNATIONAL COMPANIES AND FINANCE

## MNC losses underline banks crisis

By Martin Dickson in New York

THE SHARP deterioration of commercial bank loan portfolios along the east coast of the US was underscored yesterday when MNC Financial, owner of the largest bank in the state of Maryland, announced large losses, the proposed sale of its credit card subsidiary and an agreement not to pay dividends without the approval of the Federal Reserve.

The action came as MNC, which ranks about 25th among US bank holding companies and has some \$27bn in assets, announced a third-quarter net loss of \$173.4m, or \$2.05 a share, against a profit of \$68.8m or 80 cents a year ago.

This was because of a \$50m addition to its reserve for possible credit losses, compared with \$34m in the 1989 quarter.

## Earnings at Tandem trail revenues

By Louise Kehoe in San Francisco

TANDEM Computers, the US maker of fault-tolerant mainframe computers, yesterday reported a fiscal fourth-quarter earnings decline despite record revenues. Sales growth did not meet the company's goals, officials said.

Net income for the quarter was \$31.8m, or 30 cents per share, down from \$38.4m or 38 cents in the fourth quarter last year.

Revenues for the quarter reached \$506m, an 11 per cent increase over last year's fourth quarter revenues of \$456.2m.

The company reported annual revenues of \$1.85bn, a 14 per cent gain over the \$1.65bn recorded in fiscal 1989. Net income for the fiscal year reached \$121.8m, or \$1.13 per share, compared with \$118.3m, or \$1.17 in fiscal 1989.

Mr James G. Trebil, president and chief executive officer, said: "Throughout the year, we continued strong growth in most industries and countries."

"However, we have been impacted in countries where our greatest strength is in banking and securities, such as the US and the UK, bringing our revenue growth rate to a level below our goals."

The Baltimore-based group, which owns the Maryland National Bank and American Security Bank, has a heavy loan exposure to the property market, which has been collapsing along the eastern seaboard starting last year in New England.

Earlier this year MNC was still talking optimistically about the economic resilience of the Baltimore-Washington corridor, with its concentration of Federal Government work.

The bank said yesterday it was soliciting bids for MBNA America, a credit card subsidiary which is one of its most profitable operations, and was also exploring the possible sale of Lanmark Financial Services, a consumer finance subsidiary.

It said it was selling MBNA, which has over \$6.8bn in outstanding, because of the continuing decline in the property market and the impact of this on the loan quality and the capital position of its banking subsidiaries, as well as general economic uncertainty.

The sale would give an equity capital level well above minimum regulatory requirements and would be a better form of finance than a proposed \$180m injection through an issue of preferred stock to Mr Alfred Lerner, its chief executive, and largest shareholder. It is also discontinuing its commercial paper programme.

The bank has signed a written agreement with the Federal Reserve which requires Fed approval for dividend pay-

ments and material transactions between subsidiaries.

Another agreement with the Comptroller of the Currency requires the two banking subsidiaries to meet higher capital levels.

MNC said total non-performing loans rose 40 per cent from \$61.5m at June 30 to \$84.4m as of September 30, of which \$450m was related to commercial property. The reserve for credit losses provided 94 per cent coverage of the non-performing loans.

Standard & Poor's, the credit rating agency, downgraded the company's debt, saying it expected "further moderate deterioration in asset quality over the near term," although the disposal programme could significantly enhance the group's capital position.

## UAP seeks foreign partner

By William Dawkins in Paris

UNION DES ASSURANCES de Paris (UAP), France's largest insurance company, is seeking a foreign partner to help it reach its long-standing goal of achieving the same European market share as Allianz, Germany's leading insurer.

Mr Jean Peyrelade, chairman of UAP, which has 1.5 per cent of the European market, half the size of Allianz, said yesterday: "We have an absolute conviction that we need an international partner and we are discussing possible co-operation accords with other insurers."

However, Mr Peyrelade said UAP and Suez agreed that Suez must first be left to digest its acquisition of Colonia/Nordstern, Germany's

second largest insurer. "We can't play the European game all alone and neither can Victoire-Colonia. But they first need to create their own group," said Mr Peyrelade.

After that, UAP and Victoire-Colonia should "seek more synergies," he said.

Mr Peyrelade maintained that this view was shared by Mr Gérard Worms, who took over as chairman of Suez last week from the late Mr Renaud de la Genière. Suez has said it wants to keep a 50 per cent stake in Victoire in all circumstances.

However, Mr Peyrelade said UAP and Suez agreed that Suez must first be left to digest its acquisition of Colonia/Nordstern, Germany's

## Worldwide M&amp;A activity fell sharply in third quarter

By David Waller

WORLDWIDE mergers and acquisitions activity fell off sharply in the third quarter of 1990, according to statistics compiled by KPMG Peat Marwick McLintock, the accountancy firm.

Reflecting the after-effects of Saddam Hussein's invasion of Kuwait, the value of cross-border bids and deals fell to \$21.7bn in the period from July to the end of September, down by nearly 40 per cent against the April to June total of \$35.1bn. The number of trans-

actions dropped from 705 to 405.

The number of cross-border acquisitions made by European Community companies fell from 390 to 282, the value of the transactions dropping from \$12.5bn to \$11.8bn.

North American companies completed 117 cross-border deals against 79 in the second quarter, while buyers in the rest of the world made 115 purchases. This was 80 fewer than in the April to June period.

Both phases are scheduled for completion in the spring of 1992.

## Euro Disneyland's budget breakdown

EURO Disneyland said the total budget for phase 1B, the second phase of its European amusement park project, is approximately FFr5.7bn (\$1.1bn), Reuter reports.

Phase 1B includes the construction of five hotels, an entertainment centre and a late promenade at the site on the outskirts of Paris, the company said. Total investment for phase 1A, which comprises the core part of the amusement park and one hotel, is FFr16.3bn.

Both phases are scheduled for completion in the spring of 1992.

## Elkem in plunge to loss of Nkr40m

By Our Financial Staff

ELKEM, the Norwegian light metals maker, plunged to a Nkr40m (\$6.8m) loss in the first nine months of 1990 because of weak demand and prices for its products.

The loss before extraordinary items compared with a profit of Nkr1.63m in the same period last year. The company warned that "the situation in the Middle East gives greater uncertainty over the general economic outlook."

Turnover in the first nine months dropped to Nkr6.1bn from Nkr7.8bn. Operating profit plunged to Nkr2.2bn from Nkr1.15bn.

"The weak market for Elkem's ferro-alloys products is expected to continue," it said, but the market situation for aluminium was considerably better, it added.

In the third quarter alone, the company made a loss of Nkr7.5m before extraordinary items against a profit of Nkr1.61m in the same period last year.

Elkem blamed the third quarter loss on "the difficult market situation which has resulted in reduced sales volumes and weakened prices for ferro-alloys and silicon metals."

## Gist-Brocades in joint scheme

By William Dawkins in Paris

GIST-BROCADES, the Dutch biotechnology group, and Yamanouchi Pharmaceutical of Japan are investigating a possible co-operation in the field of pharmaceutical specialties, the Dutch group said yesterday, agencies reports.

On the basis of investigations so far, both parties "assume" agreement can be reached by the end of this year, Gist added. The co-operation could lead to the sale of the pharmaceutical specialties division to Yamanouchi.

rumours have been circulating on the Amsterdam Stock Exchange, pinpointing Gist-Brocades as a likely candidate for a merger, takeover or some other form of international alliance.

## Norsk Hydro rises 53% as prices for crude oil surge

By Karen Fossli in Oslo

NORSK HYDRO, Norway's largest publicly quoted company, yesterday announced a 53 per cent rise in third quarter net profits to Nkr325m (\$106m), helped by higher world crude oil prices and an improvement in its agriculture division.

Group operating income in the third quarter rose to Nkr1.56bn from Nkr1.05bn last year but for the first nine months of the year operating income slid to Nkr1.63bn from Nkr2.66bn, mainly because of lower metal prices.

The oil and gas division's operating income in the third quarter was halved by the Middle East crisis, which led to a strong rise and large fluctuations in world crude oil prices and prices for refined products.

Group operating expenses in the third quarter declined by Nkr49m to Nkr2.00m. Last month Hydro sold for Nkr350m its biomedical activities to the 77 per cent Hydro-owned subsidiary Securus Industrier, and Securus is proposing to issue new shares amounting to Nkr350m to which Hydro will subscribe its proportionate share.

For the individual business

activities, the agriculture division experienced a rise in third-quarter operating income to Nkr130m from Nkr21m, due to higher sales for fertilisers and rising prices of urea and ammonia. But nine-month operating income slid to Nkr726m from Nkr912m a year earlier, when the results from Dyno Industrier were still included.

The oil and gas division's operating income in the third quarter increased to Nkr1.05bn from Nkr456m last year. Nine-month operating income rose from Nkr2.51bn from Nkr1.67bn last year.

Light metals saw third quarter operating income nearly halved to Nkr235m from Nkr40m. For the first three quarters of this year operating income slid to Nkr985m from Nkr2.12bn, primarily because of lower prices for aluminium.

Petrochemicals in the third quarter saw its operating income decline to Nkr255m from Nkr340m and for the three quarters of this year operating income fell to Nkr775m from Nkr229m, due to lower PVC prices.

Lex, Page 20

## Consortium to buy 49% of Austrian paper maker

By Philip Gawith in Johannesburg

A CONSORTIUM consisting of Mondi Paper Company, Anglo American Corporation, De Beers Centenary and Minerva plan to acquire a 49 per cent shareholding in Neusiedler, the Austrian paper manufacturer, from Frantschach, a privately owned Austrian forest products group.

The announcement was made by Mr Tony Trahar, executive chairman of Mondi, an unlisted subsidiary of Anglo American and one of the two leading players in the South African timber and processing industry. Negotiations have still to be completed so financial details have not been disclosed.

Mr Trahar said that Frantschach has interests in bleached and unbleached pulp and paper production, packaging and distribution.

Neusiedler is Europe's third largest manufacturer of wood-free paper for the A4 photocopy paper and business forms markets. It has established brand names and sales networks in most European countries. Mr Trahar said Neusiedler was well located to take advantage of further business opportunities in the EC and eastern Europe as they arise.

Neusiedler's annual turnover exceeds \$350m and annual paper production is currently about 220,000 tons at its Therlesien and Kremstien mills in Austria. It has expansion plans to increase capacity significantly within the next few years.

"For our consortium, the partnership with Frantschach is an important step into the growing European market and an expansion of Mondi's business activities in Europe," said Mr Trahar.

"For Mondi specifically," he added, "a partnership will open up new markets for the export of pulp from our Richards Bay mill." Neusiedler is expected to benefit from access to Mondi's range of products.

Sappi, South Africa's largest pulp and paper maker, was part of a consortium which bought five specialty paper mills in the UK in June.

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FINANCIAL TIMES  
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NEWSLETTERS

MC3/001

## PAM FUTURES TRADING (CAYMAN) LTD

Registered Office: P.O. Box 2003  
Clydes Galleries  
Harbour Drive  
Grand Cayman  
B3H 1H1  
West Indies

Meeting: Shareholders are invited to attend on November 9, 1990 at 11.00 a.m. in Luxembourg, 123, avenue de la Fabrique, 6th floor.

ANNUAL GENERAL MEETING OF SHAREHOLDERS with the following agenda:

1. Approve the audited financial statements for the year ended 31st December 1990;
2. Appoint Directors for the coming year;
3. Ratify the acts of the Directors during the past year;
4. Any other business.

Immediately following the ANNUAL GENERAL MEETING OF SHAREHOLDERS with the following agenda:

1. Approve the interim financial statements as at June 30, 1990;
2. Consider the Auditor's special report on the investment portfolio;
3. Consider changing the accounting policy of writing off the present value of expenses over a period of 3 years.

Provision for both General meetings will be made available five business days before the day of the meeting at Bank Oppenheimer Pierson International S.A., 123, avenue de la Fabrique, Luxembourg.

DATED the 23rd day of October, 1990

Theodore Goddard  
150 Aldersgate Street  
London EC1A 4EL

Solicitors for the  
above-named Company

NOTICE IS HEREBY GIVEN that the High Court of Justice (Chancery Division) dated 15th October, 1990, confirmed the reduction of the amount outstanding to the credit of the Share Premium Account of the above-named Company by £20,000.00 and registered by the Registrar of Companies on 22nd October, 1990.

Given at the office of the Company  
on 22nd October, 1990.

THE SECRETARY

PAM FUTURES TRADING (CAYMAN) LTD

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## INTERNATIONAL COMPANIES AND FINANCE

# Japan's electrical groups raise interim dividends

By Ian Rodger in Tokyo

JAPAN'S three diversified electrical groups, Toshiba, Mitsubishi Electric and Hitachi, have all recorded improvements in sales and profits in the six months to September 30, and Toshiba and Hitachi have raised their interim dividends.

Hitachi said brisk sales of computers and other information and electronic equipment contributed to another period of record sales.

Operating profit was flat because of rising sales costs but pre-tax profit rose 4.1 per cent because of a surplus of financial items.

The interim dividend was raised 4.5 per cent to Y6.5.

Toshiba said its record sales were mainly due to strong domestic demand and good performance in information/communication equipment and electronic devices. The

JAPANESE ELECTRICAL GROUPS						
Half-year results to end September 1990						
Company	Revenue Ybn	% change	Profit Ybn	% change	Net Ybn	% change
Hitachi	1,575.8	+6	110.3	+4.1	60.3	+2.5
Toshiba	1,584.2	+8	103.1	+3	64.0	+3.1
Mitsubishi	1,195.8	+4	82.0	+2.3	34.5	+37.4

strong dollar also had a favourable impact.

The company has raised its interim dividend by Y0.5 per share to Y50 per share.

Sales in all divisions increased, except in consumer products, where exports were displaced by the beginning of production of several products overseas.

The sharp rise in net income reflected the depressing effect on last year's result of a special provision for a pension

payments.

Mitsubishi Electric said sales of industrial machinery were particularly strong, but operating profit fell 16.7 per cent because of increases in personnel and other costs.

Hitachi and Mitsubishi are maintaining their earlier forecasts of pre-tax profit for the full year of Y225bn (US\$7.7bn) and Y140bn respectively, but Toshiba has reduced its pre-tax forecast from Y220bn to Y200bn on anticipation of a weaker US economy.

**Laus fail in bid to take Paul Y private**

MR THOMAS and Mr Joseph Lau, the Hong Kong tycoons who recently defended their financial empire from a hostile takeover bid, encountered a setback yesterday when minority shareholders refused to approve their offer to take private their construction concern, Paul Y. International Group, AP-DJ reports from Hong Kong.

The tycoons' China Entertainment and Land Investments Holdings subsidiary had offered HK\$619m (US\$79.3m) late August for the 50.1 per cent of the shares that it did not control.

Traders on the Hong Kong stock market expected the rejection. The offer had been deemed "mildly" by Jardine Fleming Securities, the minority holders' independent financial advisor.

The Lau brothers, who control China Entertainment through their Evergo International Holdings' flagship, had bid HK\$2 a share for Paul Y., representing a 13 per cent premium to their close of HK\$1.77 before the bid and 5 per cent above yesterday's closing price of HK\$1.91.

## Fanuc boosts first-half pre-tax profits by 10%

By Martina Gannon in Tokyo

JAPAN'S acute labour shortage has helped Fanuc, the leading numerical control and robot manufacturer, to double-digit growth in pre-tax profits for the six months ended September 30.

Total sales rose 8.8 per cent to Y32.2bn (US\$754m).

Sales of numerical controls, which remain the company's core business, increased by 5.7 per cent to more than Y10bn, but sales of labour-saving robots grew even faster, topping Y10bn for the first time.

Pre-tax profits increased by

10 per cent from the same period in the previous year to Y34.4m. After-tax profits rose 10.9 per cent to Y16.5m.

The company is investing heavily in new robot producing facilities and plants that will run unattended for 60 hours, although it has reduced its original capital spending plan for this fiscal year by Y10bn to Y20.7bn.

Fanuc's directors expect sales for the full year to increase by 4.9 per cent to Y137m, and pre-tax profits to rise 3.7 per cent to Y63.5m.

## Record six months at Kao

By Stefan Wagstyl in Tokyo

KAO, the leading Japanese household products maker, has posted record interim profits and sales, boosted by strong demand for cosmetics.

In the six months to the end of September, parent company pre-tax profits increased by 5.5 per cent to Y19bn (\$149.6m) on sales which

improved by 7.4 per cent to Y278bn. For the current year, Kao forecasts increases in profits and sales, boosted by strong demand for cosmetics.

The company is paying a Y5 a share interim dividend, including Y6.9 in a commemorative dividend to celebrate Kao's centenary of The Limited.

## Wing Tai agrees US joint venture

WING TAI, the Singapore garment manufacturer, has agreed to form a 50-50 joint venture with a subsidiary of The Limited, the US retailer, to set up a garment buying house. The venture, to be called Wing-Tai International, will provide fashion garment sourcing for Mast Industries (Far East), a wholly-owned subsidiary of The Limited.

Mr Gordon Hood, managing director, said: "OK's performance was particularly credit-

## Malbak result hit by interest costs

By Philip Gavith in Johannesburg

By Bruce Jacques in Sydney

MIM HOLDINGS, the leading Australian mining group, has been held to a sluggish start to the new financial year by shipment delays, a strong domestic currency and continuing coal currency losses.

The company yesterday announced a 28 per cent fall in net earnings to A\$32.6m (US\$25.4m) from A\$45.5m in the 12 weeks to September 23, mirroring a 28 per cent total revenue slide to A\$435.6m from A\$601.9m.

Directors said metal production levels were strong but shipment delays caused a build-up of copper and zinc stocks, keeping sales considerably below outturn.

"The Australian dollar averaged more than 5 cents higher than in the corresponding quarter last year," they said. "The exchange rate movement had a revenue detriment of more than A\$20m in the 12 week period."

The result excluded mostly unrealised foreign exchange losses of A\$2.6m previously, reflecting MIM's borrowings in Japanese and European currencies.

The company's coal division incurred a pre-tax loss of A\$9m steady on the previous corresponding period. The directors said coal production and shipments rose, offset by the Australian dollar's strength against the US.

The result followed tax of A\$27.1m compared with A\$33.1m previously, and total expenses of A\$375.9m against A\$321.3m previously.

## OK Bazaars earnings defy trading conditions

OK BAZAARS, one of South Africa's three largest retail groups, has surprised observers by improving interim earnings amid difficult trading conditions after showing a decline in year-end earnings.

OK, a member of the South African Breweries group, increased turnover by 12.7 per cent to R2.23bn (US\$81m) in the six months to the end of September.

Significantly improved margins saw operating profit 33 per cent higher at R37.8m but this was offset by a 54.4 per cent rise in the interest bill to R18.7m. Attributable earnings rose 13 per cent from R7.8m to R8.5m.

Mr Gordon Hood, managing director, said: "OK's performance was particularly credit-

able when taking account of the numerous factors inhibiting growth. These included an acrimonious seven-week strike in June-July, social unrest and boycott action and a depressed economy."

The improved margins were the result of better merchandise mix with a transfer of more than 2 per cent out of food into higher-margin general merchandise, especially furniture and appliances.

The increase in financing costs was the result of higher interest rates combined with development of stores, warehousing and systems.

Earnings per share rose 12.7 per cent to 71 cents from 63 cents and the dividend was lifted to 37 cents per share from 33 cents.

## BARCLAYS INVESTMENT FUNDS (LUXEMBOURG)

Societe d'Investissement à Capital Variable

(The Company)

Registered Office:

Centre Mercure

7th Floor

41 Avenue de La Gare

L-1611 Luxembourg

### NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of Shareholders is to be held at the registered office of the Company on Thursday, 12th November 1990 at 11.30 am (or as soon thereafter as it may be held) for the following purposes:

- To receive and adopt the Directors' Report and the Report of the Auditor for the period to 31st July 1990
- To receive and adopt the Statement of Net Assets and the Statement of Operations for the period to 31st July 1990
- To grant a discharge to the Directors in respect of their duties for the period ended 31st July 1990
- To grant a discharge to the Auditor in respect of their duties for the period ended 31st July 1990
- To re-elect Messrs Dennis, Alvarez-Tolchett, Fentier and Peuly as Directors of the Company
- To re-appoint Messrs Price Waterhouse as Auditors
- Miscellaneous

**Notice**  
Shareholders are advised that in accordance with the Articles of Incorporation the Annual General Meeting of Shareholders will require a quorum of 10% of the shares outstanding.

#### Meeting Arrangements

In order to vote at the meeting the holders of bearer shares must deposit their shares not later than 12th November 1990, either at the registered office of the Company, or with any bank or financial institution acceptable to the Company and the relative Deposit Receipts (which may be obtained from the registered office of the Company) must be forwarded to the registered office of the Company to arrive not later than 12th November 1990. The shares so deposited will remain blocked until the day following the Meeting or any adjournment thereof.

The holders of registered shares need not deposit their certificates but can be present in person or represented by a duly appointed proxy.

Shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy form to the registered office to arrive not later than 12th November 1990. Proxy forms will be sent to registered shareholders with a copy of this Notice and can be obtained from the registered office.

#### The Board of Directors

## ROYAL TRUST ASSETMIX FUND SICAV

Registered Office: 7th Floor, Centre Mercure

41, avenue de la Gare LUXEMBOURG

### R.C. Luxembourg B 28390

#### NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS

The Annual General Meeting of Shareholders of Royal Trust Assetmix Fund SICAV will be held at its registered office, 41 avenue de la Gare, Luxembourg, on Monday November 5th, 1990 at 1600h (or as soon after as it may be held) for any adjournment thereof for the purpose of considering and voting upon the following matters:

- To receive and adopt the Director's Report and the report of the Auditor for the period ended 30 June 1990
- To receive and adopt the Balance Sheet as at 30 June 1990 and the Profit and Loss Account for the year ending on that date.
- To receive and adopt the Report of the Auditors of the Fund.
- To elect Mr R. M. Keay, Mr M. Reid, Mr J. Morris, Mr B. Granger, Mr D. Keen and Mr J. Ellinger as Directors of the Company.
- To re-appoint Messrs Coopers & Lybrand S.C. as Auditors.
- Miscellaneous.

The Rightholders may be passed without a quorum, by a simple majority of the votes cast.

Meeting Arrangements  
In order to vote at the meeting the holders of bearer shares must deposit their shares not later than October 29 1990, either at the registered office of the Fund, or with any bank or financial institution acceptable to the Fund, and the relative Deposit Receipts (which may be obtained from the registered office of the Fund) must be forwarded to the registered office of the Fund to arrive not later than October 29 1990. The shares so deposited will remain blocked until the day following the Meeting or any adjournment thereof.

The holders of registered shares need not deposit their certificates but can be present in person or represented by a duly appointed proxy.

Shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy form to the registered office to arrive not later than 26 October 1990.

Proxy forms will be sent to registered shareholders with a copy of this Notice and can be obtained from the registered office.

#### The Board of Directors

## DOLLAR Where Next?

Call for our current views

CAL Futures Ltd

Windsor House

50 Victoria Street

London

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Tel: 071-799 2233

Fax: 071-799 1321

IKB: Financial Year 1989/90

German Space Transporter System "Sänger" developed by MBB/Deutsche Aerospace

#### Growing Financing Needs of Small and Medium-Sized Companies

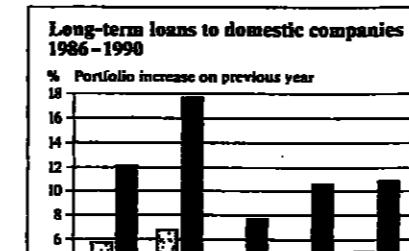
At the turn of a new decade more and more small and medium-sized companies are preparing for the challenges of the future. They specialize in higher quality products, use modern production techniques, adopt a more international orientation, restructure jobs and work flows, and spend more on environmental protection. Naturally, this involves higher investments and greater risks.

In the first part of its annual report, IKB, Germany's only nationally operating bank that lends exclusively to companies, analyzes the latest trends in capital expenditure and financing of small and medium-sized firms. A complimentary copy of this enlightening report is available upon request.

#### Long-Term Financing is Our Specialty

In fiscal year 1989/90, IKB's balance sheet total rose 11.5% to nearly DM 25 billion. Long-term claims on customers increased 11.3% to DM 19.2 billion. Net interest and commission income climbed 8.4% to DM 305 million while administrative costs were held in check by a moderate rise in personnel spending and lower

#### Long-term loans to domestic companies 1986-1990



gungsgesellschaft mbH. IKB Consult GmbH offers comprehensive corporate consulting services.

IKB is a strong and innovative partner for small and medium-sized companies that have big plans for the future. The Bank funds its lending operations by issuing bonds on the capital market. It is our principal goal to provide corporate customers with a wide range of quality services, making IKB the bank of choice for advisory services and long-term financing.

#### From the Bank's balance sheet

## INTERNATIONAL COMPANIES AND FINANCE

## UAL sees 'alarming' final quarter

By Martin Dickson in New York

UAL, THE parent company of United Airlines, yesterday announced a small drop in third-quarter profits, due mainly to higher fuel costs, and warned that fourth-quarter projections for the industry as a whole were "nothing short of alarming".

The company, which was the subject of an abortive employee buy-out between April and early October, said net earnings were \$105.1m or \$4.87 a share, compared with \$110.9m or \$5.11 a share in the same period of last year.

Operating revenues were \$2.97bn, up from \$2.88bn, and

operating expenses \$2.84bn, compared with \$2.85bn.

This left operating earnings at \$125m down from \$131.8m.

Non-operating income included a gain of \$30m on the sale of property, notably aircraft, compared to gains of \$45.8m a year ago.

However, the company said this was partly offset by expenses in connection with the buy-out proposal, which totalled \$30m.

Mr Stephen Wolf, the chairman, said United's average cost of fuel rose in the third quarter to 73 cents a gallon, from 61.3 cents last year.

Passenger load factor was 70.8 per cent, down 1.1 percentage points from 71.9 in 1989.

For the nine months, the airline had net earnings of \$118m down from \$131.4m in the same period of 1989, while operating earnings were \$260.3m against \$246.2m.

Mr Wolf said he was "very concerned" about the impact of the rising fuel price on earnings and would be scrutinising all expenses closely.

During the third quarter, revenue passenger miles were up 11.8 per cent, while yield - passenger revenue per mile flown - was up 4.2 per cent to 12.14 cents.

Passenger load factor was

## GM to idle truck plants and lay off up to 10,000

By Martin Dickson

SOTENING sales in the US truck market were emphasised yesterday when General Motors said it was to temporarily shut three light-truck plants for between two and four weeks in November, temporarily laying off between 9,000 and 10,000 workers.

The company also said that from the start of next year it would eliminate the second production shift at one of the three plants, in Flint, Michigan, with the indefinite lay-off of 1,700 employees.

As part of the plan, the Flint plant, which makes full-size and sports utility vehicles, will be closed for four weeks from October 29.

The Pontiac East plant in Michigan and its Fort Wayne, Indiana assembly plants will also be shut for two weeks beginning on November 5.

Pontiac employs 3,200 workers, while Fort Wayne employs between 2,700 and 2,800. Both plants produce pick-up trucks.

US truck production fell to 2.93m in the first nine months of 1990 from 3.15m units in the period of last year, with the light truck segment dipping to 2.76m from 2.95m units.

## Moody's downgrades Ford debt

By Martin Dickson

THE TOUGH climate facing the US automobile industry has been underlined by Moody's, the credit rating agency, downgrading some \$45m of Ford Motor's long-term debt, citing market competition, soft demand and the company's large capital requirements.

Ford, the second-largest US motor manufacturer, said it was disappointed by the move and felt that the reasons given were "essentially cyclical or transitional in nature". Its ability to maintain its capital spending in the current climate reflected its strong financial position, it added.

Moody's said the company would suffer from "softened automotive operations and large capital requirements on Ford's fixed charge coverage and capital structure, which was weakened by the addition of sizeable acquisition debt during the past year".

It pointed to the deteriorating economic outlook in North America and the continuation of US price-cutting; likely soft demand in several European markets; and the potential effect of volatile fuel prices.

However, Moody's added that Ford retained substantial financial flexibility in the face of recession and, compared to the 1980-81 downturn, had a lower cost structure, broader product array and improved quality.

## Poor figures in finance business hold back Xerox

By Karen Zagor in New York

XEROX, the leading US manufacturer of copying and duplicating equipment, yesterday reported lower third-quarter earnings as poor results from the company's struggling insurance and financial services businesses cut into the strong gains from its document processing group.

Net income for the 1990 quarter fell 15 per cent to \$132m or \$1.16 a primary share from \$155m or \$1.41 a year earlier. Revenues were \$1.5bn, against \$1.4bn a year ago.

The company's problems with its financial services business are well known, and shares in Xerox were unchanged at \$30.50 at midday yesterday on the New York Stock Exchange.

For the nine months, Xerox's

income from continuing operations was \$385m or \$3.38 a share on revenues of \$3.3bn, against \$429m or \$4.55 on revenues of \$3.3bn a year earlier.

Income from continuing operations from Xerox's insurance and financial services business plunged to \$1m in the quarter on revenues of \$125m. This compares with \$55m on revenues of \$145m the previous year.

However, pre-tax capital gains in the three months were only \$4m, compared with \$207m last year.

Xerox's property and casualty and life insurance operations had income of \$27m in the quarter, down from \$75m a year earlier.

Document processing, which includes worldwide develop-

ment, manufacturing, marketing, servicing and financing business products and systems, did better, turning in income of \$131m in the 1990 quarter against \$105m a year ago.

Mr Paul Allaire, Xerox's chief executive, who was appointed in August and who is noted for his aggressive cost-cutting policies, said: "We are pleased that the company has been able to sustain profitable growth in its core document processing business despite weakening economic conditions."

However, overall financial results continue to be constrained by weakness in the property and casualty insurance industry and generally adverse financial market forces."

## BCE falls after loans write-down

By Robert Gibbens in Montreal

A C\$122.4m (US\$119m) write-down against loans to the troubled Kinburn high technology group pulled third-quarter profits down at BCE, the Canadian conglomerate, by about 15 per cent.

BCE, the parent company of Bell Canada, the telecommunications utility, and of Northern Telecom, reported earnings of C\$326.9m, equal after preferred dividends to 80 cents a common share, against C\$311m or C\$1.24 a year earlier. Revenues were C\$4.5bn, up 7 per cent.

Nine months' profit was C\$802m or C\$2.44 a share, down 6 per cent from C\$863m or C\$2.61 a share, on revenues

of C\$13.5bn, up 12 per cent. Average shares outstanding were higher in both periods.

BCE's loans and equity holding in Kinburn were carried on the books at C\$550m, and the latest write-down reduces this to C\$383m. BCE does not expect significant recoveries on its Kinburn loans. BCE partly offset the write-downs by taking in nearly C\$200m of gains from disposals.

Mr Raymond Cyr, chairman, said fourth-quarter earnings would "more fully reflect the strength of BCE's core businesses". Bell Canada, though experiencing slowing long-distance growth due to the recession,

contributed C\$233m to BCE's third-quarter earnings against C\$222m a year earlier. In the nine months the figure was C\$839.7m against C\$822m.

Northern Telecom's contribution was C\$55m in the quarter, against C\$47m, and C\$157m in the nine months against C\$120m.

• British Columbia Telephone earned C\$1.3m or 47 cents a share in the third quarter, up 7 per cent from C\$47.9m or 43 cents a year earlier. Revenues were up 14 per cent to C\$480m.

Nine-month earnings were C\$139.7m or C\$1.24 a share, up 15 per cent from C\$121.4m or C\$1.08, on revenues of C\$1.4bn, up 12 per cent.

## Anheuser-Busch up as sales rise

By Nikki Tait in New York

ANHEUSER-BUSCH, the biggest US brewer, yesterday reported a 9.4 per cent increase in profits after tax to \$360.7m in the third quarter of 1990.

The St Louis-based company also said that its market share rose to 43 per cent during the first nine months of the year, a significant advance on the 41.9 per cent figure achieved in the same period of last year.

Sales in the third quarter were \$2.85bn against \$2.49bn, with the nine-month figure at \$5.29bn against \$4.69bn.

Anheuser said that the vol-

ume growth in its beer sales was largely due to the introduction of Bud Dry Draft and Busch Light during early 1990, and to the "strong performance" of its light beers.

Campbell's, the food subsidiary, also reported higher profits. This, said the parent company, was principally due to improved volume and better margins in the bread division and in its international operations.

Meanwhile, Anheuser's can manufacturing subsidiary, Metal Container Corporation, showed a "strong earnings rebound" from relatively depressed levels in 1989. This was attributed to higher can and lid sales volume and improved operating efficiency.

The overall third-quarter profits figure was scored after net interest charges of \$65.5m, compared with \$40.4m in the same period a year earlier.

Earnings per share stood at 51 cents, up from 48 cents in the July-September period, and at \$2.45 against \$2.23 for the nine months.

## Petro-Canada to start sell-off by April

PETRO-CANADA, the national oil company, is ready to take the first step to privatisation by next April, says Mr Bill Hopper, its chairman, writes Robert Gibbens in Montreal.

The company, now reaping gains from higher crude oil prices, plans to issue a prospectus after the release of its

annual report in February. It will then go ahead with a public issue of new shares to raise about C\$500m (US\$438m).

Petro-Canada, the country's second-largest integrated oil company, has long-term debt of about C\$1.2bn and earned only \$25m in the first half. Proceeds from the new issue will bolster its equity base.

Under the federal government's privatisation legislation, foreign ownership will be limited to 25 per cent and no single holder can hold more than 10 per cent.

Two final steps in the privatisation process will see the sale of all Petro-Canada shares to the public.

## GOLDSTAR CO., LTD. U.S. \$30,000,000 Floating Rate Notes Due 2000

Unconditionally and irrevocably guaranteed by LUCKY, LTD.

Interest Rate: 8 1/4% p.a.

Interest Period: 29 October, 1990 to 29 April, 1991

Interest Amount per U.S. \$10,000

Note due 29 April, 1991: U.S. \$423.40

Interest Amount per U.S. \$100,000

Note due 29 April, 1991: U.S. \$42,340.30

Agent Bank: Baring Brothers & Co., Limited

## KREDIETBANK S.A. LUXEMBOURGOISE

PHARMACEUTICALS The Financial Times proposes to publish this survey on:

21st November 1990

For a full editorial synopsis and advertisement details, please contact:

BILL CASTLE

at 071-873 3760

## Republic of Portugal

FF 700,000,000 Floating Rate Notes due 1995

(Issued on July 24, 1987)

FF 700,000,000 Floating Rate Notes due 1995

(Second tranche issued on April 26, 1988)

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period

from October 26, 1990 to January 28, 1991,

the Notes will carry an interest rate of 10.1375% per annum.

The interest payable on the relevant interest payment date, January 28, 1991, will be FF 264.70 per Note of FF 100,000 nominal and FF 2,647.01 per Note of FF 100,000 nominal.

The Agent Bank

KREDIETBANK

S.A. LUXEMBOURGOISE

## Mitsubishi Bank of Australia Limited

A\$40,000,000

Floating Rate Notes due 1992

Notice is hereby given that for the three months interest period from 24th October, 1990 to 24th January, 1991 the Notes will carry an interest rate of 12.3475% per annum.

Interest payable on 24th January, 1991 will amount to A\$11.23 per A\$10,000 Note.

The Mitsubishi Bank, Limited

London Branch

Agent Bank

## IG INVESTMENT GROUP TELEPHONE: 071-828 7233

FTSE 100 Oct. 20/23/1990 -31 Nov. 24/25/1989 -31

Dec. 21/22/1990 -30 Dec. 24/25/1989 -30

5pm Prices Change from previous 9pm close

HOW WELL DID YOU JUDGE THE MARKET?

By Barbara Durr in New York

## Southland allowed to use \$100m debt finance

By Barbara Durr in New York

SOUTHLAND Corporation, owner of 7-Eleven, the world's largest convenience store chain, said the US district court in Dallas where it filed a petition for a Chapter 11 bankruptcy on Wednesday had authorised the immediate use of \$100m of debtor-in-possession (DIP) financing.

The court set a final hearing date of November 14 to decide on Southland's request to use the remainder of a \$400m package of DIP financing that the company arranged in preparation for its bankruptcy filing.

Bankers Trust leads the syndicate of lenders that agreed the DIP facility. DIP financing, common in bankruptcy cases, in essence is an extension or expansion of a company's credit line.

The court also scheduled a hearing on December 14 for confirmation of Southland's "pre-packaged reorganisation" plan, which had been agreed with most of the company's creditors before

the bankruptcy petition. Although the plan is expected to help expedite the bankruptcy proceedings, the company has just three months to consummate its reorganisation before the deadline expires on an agreement with its Japanese partner, Ito-Yokado.

Ito-Yokado, operator of 7-Eleven stores in Japan, has offered to buy 70 per cent of Southland for \$430m in cash, provided the reorganisation plan is in place by March 15.

At a day-long hearing in Dallas, the court, citing the importance of continuing normal operations, gave the company the green light to pay salaries and debts owed to those creditors that restore normal credit terms to the company.

• Moody's Investors Service said it had downgraded

## INTERNATIONAL CAPITAL MARKETS

## Mystery selling pressure dents gilts in last hour

By Deborah Hargreaves in London and Karen Zagor in New York

THE UK market for gilt-edged securities surprised some traders last night as they tried to determine where the selling pressure came from to push prices down by almost half a point in the last hour of trading.

Sterling experienced a stable day in spite of news of an 11 per cent wage settlement at Rover, the car-maker, and the decrease in the amount of money in circulation which was announced yesterday.

In addition, long-term gilts held up fairly well until a point of selling pushed them down towards the end of the day.

Analysts rationalised the selling, which pushed the benchmark 11½ per cent bond maturing in 2003/07 to 101½ to yield 11.45 per cent, as a delayed reaction to the morning's inflationary news.

The UK market remains dominated by concern about inflation in spite of a speech yesterday by Mr Robin Leigh-Pemberton, governor of the Bank of England, in which he

## GOVERNMENT BONDS

said that inflationary pressures in the UK economy are abating.

■ US TREASURIES moved broadly higher yesterday, with bond prices firming on hopes that a budget package will finally materialise.

In late trading, the Treasury's bellwether 30-year bond was 11/2 higher at 103% for a yield of 8.73 per cent. At the short end of the yield curve, maturities were about 1/2 higher.

The Federal Reserve did not intervene in the open market yesterday morning and Fed funds ended the day at 8 per cent. As soon as the budget is approved, the Federal Reserve is expected to ease, lowering its perceived target for the funds from 8 per cent to 7½ per cent.

The bond market was supported by an agreement on the budget between the leaders of the House of Representatives and Congress. However, any package must still be passed by both houses and bond prices will suffer if the budget compromise fails, since the market has already built an easing into yields.

The bond market improve-

## BENCHMARK GOVERNMENT BONDS

	Red Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	13.500	08/02	102.26	-1.02	11.79	11.90	12.57
	9.000	03/03	88.09	-7.02	11.42	11.46	11.77
	9.000	10/08	94.25	-0.02	10.95	11.00	11.18
US TREASURY	8.750	08/02	100.25	-0.02	8.62	8.67	9.00
JAPAN	No 118 4.200	5/8/90	94.7655	+0.003	7.74	7.74	8.65
	No 129 4.200	5/8/90	94.5051	+0.003	7.74	7.46	8.18
GERMANY	8.500	08/02	97.0500	+0.140	9.36	9.37	9.10
FRANCE	8.000	11/05	95.6255	+0.114	10.12	10.18	10.52
OAT	8.000	03/03	88.5400	+0.170	10.21	10.25	10.68
CANADA	10.500	07/02	98.4000	+0.050	11.11	11.25	11.45
NETHERLANDS	9.000	10/02	98.8100	+0.050	9.17	9.17	9.28
AUSTRALIA	13.000	07/02	98.1241	-0.265	13.34	13.41	13.70

London closing. \* denotes New York closing. Yield to Local market standard. Prices: US, UK in 32nds, others in decimal.

Technical Data: ATLAS Price Sources

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Yield to Local market standard

## INTERNATIONAL CAPITAL MARKETS

## Yen deals take advantage of rare swap opportunities

By Simon London

TWO short-dated yen deals were launched yesterday by borrowers taking advantage of rare swap opportunities at the shorter end of the yield curve. The biggest of the deals was a Y30bn offering from General Electric Capital Corporation, via BDO International. The two-year deal was launched at Y25bn during the morning, but increased in size in the face of strong retail demand.

This suggests that demand for the few top-rated corporate

ever, the earlier deal was aimed mainly at Far Eastern investors, evidenced by a short first coupon structure, whereas yesterday's GECC issue saw substantial demand in Europe.

The issue was priced at 101.025 and traded at around 99.95 bid, comfortably inside full fees of 1.25 per cent.

Credit Lyonnais de France came slightly later with a two-year Y35bn deal, via Nikko Securities. The 8 per cent coupon, attractive to retail investors, was also offered but the issue price of 101.125 was marginally higher than the GECC deal.

The issue traded at par bid, inside full fees of 1.14 per cent.

Also in the yen sector, Onoda Cement came with a six year, Y10bn deal via Daiwa. The paper pays 7.7 per cent, with an issue price of 101.5 and full fees of 1.14 per cent.

Two tailored deep-discount issues in Australian dollars were aimed at Far Eastern institutional investors. The deep discount allows the investors to exchange new paper for

old bonds trading well below par. The transaction effectively defers the loss until the new paper matures.

Danish electricity consortium Elsam launched a AS60m deep discount 10-year deal via Mitsui Taiyo Kobe, with paper priced at 82 per cent and bearing a coupon of 6.4 per cent.

Nordbanken came with a similar 10-year AS45m issue, priced at 73 per cent with a 7.9 per cent coupon.

However, neither deal will be actively traded and both were quoted less 2 bid, a discount equivalent to full fees.

Wednesday's \$450m floating rate deal from Instituto de Credito Sochis (ICO) via Goldman Sachs traded actively yesterday for the first time. The paper met with strong demand from institutional investors and central banks and traded at around 99.82 bid from an issue price of par - within full fees of 23 basis points.

Once passed, the regulations will open up to UK participants a market that has grown into

the few top-rated corporate

names remains undiminished, despite universal worries about corporate credit quality. For example, on Wednesday, Moody's Investors Service downgraded Ford Motor's long-term credit rating.

The 8 per cent coupon is identical to the Y30bn two-year deal launched by Finnish Export Credit last week. How-

ever, the earlier deal was aimed mainly at Far Eastern investors, evidenced by a short first coupon structure, whereas yesterday's GECC issue saw substantial demand in Europe.

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Also in the yen sector, Onoda Cement came with a six year, Y10bn deal via Daiwa. The paper pays 7.7 per cent, with an issue price of 101.5 and full fees of 1.14 per cent.

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Nordbanken came with a similar 10-year AS45m issue, priced at 73 per cent with a 7.9 per cent coupon.

However, neither deal will be actively traded and both were quoted less 2 bid, a discount equivalent to full fees.

Wednesday's \$450m floating rate deal from Instituto de Credito Sochis (ICO) via Goldman Sachs traded actively yesterday for the first time. The paper met with strong demand from institutional investors and central banks and traded at around 99.82 bid from an issue price of par - within full fees of 23 basis points.

Once passed, the regulations will open up to UK participants a market that has grown into

the few top-rated corporate

names remains undiminished, despite universal worries about corporate credit quality. For example, on Wednesday, Moody's Investors Service downgraded Ford Motor's long-term credit rating.

The 8 per cent coupon is identical to the Y30bn two-year deal launched by Finnish Export Credit last week. How-

## NEW INTERNATIONAL BOND ISSUES

	Amount m.	Coupon %	Price	Maturity	Fees	Book number
AUSTRALIAN DOLLARS						
Elsam(a)♦	50	6.2	64	2000	2/14	Mitsui Taiyo Kobe
Nordbanken(a)♦	40	7.9	73	2000	2/14	LTGB Int.
SWISS FRANCS						
Air France(c)♦	100	7.5	101.5%	2000	UBS	
Yamada Denki Co.(b)♦#5	35	6.5	100	1985	15 1/2	Nomura Bk (Switz)
YEN						
Geico Life Cap Corp(a)♦	300m	8	101.025	1992	14 1/2	IBJ Int.
Credit Lyonnais de France(a)♦	250m	8	101	1992	14 1/2	Nikko Secs (Europe)
Onoda Cement Co.(a)♦	100m	10.1	101.5	1996	24	Daiwa Europe

♦Private placement. ♦Convertible. ♦With equity warrants. ♦Floating rate note. ♦Final terms. a) Non-callable. b) Put option

3/13/93 100 1/4 to yield 9.271%. c) Callable after 8 years 101 1/2% declining by 1/4% annually.

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The issue was priced at 101.025 and traded at around 99.95 bid, comfortably inside full fees of 1.25 per cent.

Credit Lyonnais de France came slightly later with a two-year Y35bn deal, via Nikko Securities.

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## UK COMPANY NEWS — POLLY PECK COLLAPSE

Difficulties in spotting investments in Turkey and northern Cyprus ● Possible break-up values of divisions ● Individual shareholder anger

## Trouble looms in identifying cash resources

By David Barchard

PROBABLY THE most daunting task awaiting the three administrators of Polly Peck International lies in identifying the cash resources in the group's Turkish and Turkish Cypriot operations and if possible releasing them to pay creditors of the group in the rest of the world.

The problem is complicated by three things:

● Polly Peck has virtually no difficulties with its six banking partners in Turkey and its Turkish operations appear to be insulated from the financial crisis in the rest of the group. There seem to be no Turkish voices among the group of 60 creditor banks in London.

● Though Polly Peck's Middle Eastern and Near Eastern subsidiaries, which are assumed to mean its operations in Turkey and northern Cyprus, contributed £10m to group profits last year, virtually nothing is known about them.

The main cash generator for the group is Mayr, a citrus exporter based in Merion, refused to disclose information to auditors from Coopers & Lybrand Deloitte last week. A court injunction in northern Cyprus looks set to impose a ban on all disclosure of information on the group's companies, at least until November 26 when a further court hearing is due.

● Mr Asil Nadir, an emotional yesterday, noted to his Turkish employees in Istanbul yesterday, said nothing, pledged himself to resist all future attempts to transfer resources from the Turkish companies. The first step for the administrators will be to get their

qualifications recognised by the Turkish authorities. This will probably mean applying to a Turkish Commercial Court. There are 21 main Polly Peck subsidiaries in Turkey (to be carefully distinguished from the businesses privately owned by Mr Nadir himself) and the process may have to be repeated in each case.

The attitude of the Turkish authorities will be crucial in ensuring whether or not this process can be achieved swiftly.

When the government is eager for a quick result in Turkey, it can usually be attained. Left to themselves, bureaucratic processes can prove almost infinitely slow even when there is no desire for positive obstruction.

Yesterday there was an almost thunderous silence in Ankara as the authorities tried to digest the consequences of Wednesday's decision to put Polly Peck into administration.

The development taken by itself is not wholly unfamiliar locally: over the last decade a number of large corporate groups have gone into liquidation.

Others have been discreetly rescued behind the scenes, often by the intervention of the state bank: something which — perhaps because of the glare of international publicity — was evidently not on offer for Polly Peck.

In general, the Turkish authorities have always tried to prevent even obsolescent factory plant being closed down, and a plausible purchaser emerges who is capable of taking on operations such as



Asil Nadir (left), who will resist attempts to transfer resources from the Turkish companies, and Rauh Denktaş, wary of the foreign hands Polly Peck investments might fall to

Vestel, the group's consumer electronics division, and running them effectively the government will be delighted.

President Turgut Ozal has some experience of finding suitable international partners, usually from western Europe, for such ventures.

Other Polly Peck operations, such as the Turkish franchise for Pizza Hut, or the new Sheraton Voyager Hotel in Alanya (reputed to be suffering severe cash flow problems of its own), will probably not have much difficulty in finding a buyer.

When it comes to northern

Cyprus, the picture is likely to be very different. Though similar legal formalities in commercial courts will apply, the going will almost certainly be very much harder. Because of the contest with the Greek Cypriots in the south of the island, President Denktaş and his government in the self-proclaimed Turkish Republic of northern Cyprus cannot afford to let the Polly Peck investments pass into foreign hands unless they are very sure of whom they are dealing with.

Mr Nadir has managed to project his industrial empire, at least to the Turkish Cypriot political establishment, as something of a national cause. It may also be surmised that any dirty linen the group has is probably to be discovered in Cyprus.

A wearying and time-consuming task may lie ahead for the administrators in northern Cyprus. Just possibly an outright confrontation may emerge. The Turkish Cypriot state is recognised by no one except Turkey and as a result can afford to be less cooperative in its attitude.

## Labour makes a fresh plea for full inquiry

By Philip Stephens, Political Editor

THE LABOUR Party reviewed its call yesterday for a full investigation into the collapse of Polly Peck as some Conservative MPs voiced concern that the losses faced by shareholders might rebound on the Government. Mr Gordon Brown, Labour's shadow trade and industry spokesman, said that the Department of Trade and Industry should launch a full inquiry into the events leading up to this week's administration order.

The DTI has so far resisted any such inquiry, arguing that the matter was in the hands of the Serious Fraud Office, but Mr Brown said that the affair raised

much wider implications than those being looked at by the SFO.

He said that it had had significant implications for the regulatory framework for the City and for the relationship between shareholders and the boards of public companies.

His comments came amid fears being voiced by some Conservative MPs that the losses faced by individual shareholders in Polly Peck could eventually have an impact on the Government.

There was little evidence of immediate political fallout yesterday, with ministers taking a low-key approach to the affair.

Some Labour MPs were also acknowledged privately that as the administration order had not resulted in immediate large-scale redundancies in Britain the political sting had gone out of the affair.

But with the collapse of the investment company Barlow Clowes still relatively fresh in political memories, some Conservatives were privately voicing concern about the implications for the Government.

One senior MP commented: "I do not know whether the authorities or the DTI should have acted earlier, but we need to be sure early on that the blame is not going to fall on us further down the road."

Mr Anthony Beaumont-Dark, the Conservative MP for Selly Oak, echoed Labour's call for a full investigation by saying that DTI inspectors should be sent in to Polly Peck to ascertain exactly what had happened.

Others acknowledged that the affair would lend strength to Labour's persistent claim that the Government had taken a lax approach to City regulation. Mr Brown has called for the existing self-regulatory system in financial markets to be replaced by a US-style SEC with statutory backing.

## Small shareholders express frustration

By Andrew Jack

WHETHER THEY bought into Polly Peck early or late in its spectacular debt-laden performance, individual shareholders were last night expressing frustration and anger at events over the past few weeks that have wiped out their investments.

"I'm quite irritated by what has happened," said Mr Richard Kite, a pensioner who holds about 3,500 Polly Peck shares. "I have been deeply concerned for weeks now. It appears the small shareholders are pawns in the system."

"But this was a first class investment that crashed," he said. "The potential looked very good when I bought them in May. I paid a reasonably high price and sold very good shares to buy these."

Only 6 per cent of the company's shareholders were individual, according to the company's 1989 annual report. But they ran the gamut from English pensioners to people close to President Turgut Ozal of Turkey.

The company's collapse has stung rich investors as well as poor. "I have seen the company rise over the 1980's to enter the Footsie index, and collapse with even more rapidity than it rose," said Mr Brian

Beazer, the wealthy chairman of Beazer, the building and development company. He was "obviously deeply disappointed", but had left his investment decisions to his advisers.

"I feel so sad about the whole business," said one pensioner, over half of whose portfolio was in Polly Peck. "I held the investment for so long. I kept the faith and never traded. I was interested in a rags to riches story. I am still hoping that they can salvage something."

"I don't play the market, and I realise that investments can go down as well as up," she said. "But the change was so dramatic, I truthfully didn't think this would happen."

She said she still had faith in Mr Asil Nadir. "He seems a very nice man, and I admire the fact that he is a workaholic. But I feel very disappointed with the non-executive directors," she said. "They are the guardians of the shareholder, yet we haven't had any communication with them at all."

One city financier who sounded very tired and confused by the Polly Peck fiasco added: "I bought the shares some years ago, knowing they were risky. I really don't know what's going on. I still think in a year's time the cash flow will probably cover its loans. It's all extraordinarily messy. Reports and accounts should carry health warnings on them."

"I don't mind losing money on the stock market," said Mr Kite. "The big institutions can take the loss on the chin, but I am retired and can't afford it. I believe the board has not been open. There has been no communication with shareholders."

"I feel so isolated," said Ms Violet Goff, who, as a member of a local investor club, bought shares in Wearwell, which reversed into Polly Peck in 1989. She has spent some £400.

"Nobody tells us anything," she said. "The shareholders lent money to the company, so we should have some say. One should encourage a meeting of shareholders to take place. We are the ones who are the real losers."

"Suddenly you find yourself absolutely isolated," she added. "You can't talk to your ordinary friends: they cannot understand and do not even sympathise."

## Worst estimates for assets sale fall below £1bn

By Daniel Green

FOUR WEEKS ago, City analysts put a break-up value of £1.7bn on Polly Peck, compared with net debt of about £1.1bn. But since then the climate for selling businesses has become distinctly chillier.

The lack of buyers for large companies has forced the City's worst-case estimates of how much money could be raised by a fire sale of assets to well below the £1bn mark.

Analysts say that shareholders' hopes of salvaging cash from the wreckage of their investment lie in the Turkish and northern Cypriot fruit businesses. Many of them have suggested it may not be possible to repatriate cash from their sale. A month ago, estimates of their value was about £500m.

Although other operations may be easier to sell, their estimated values have fallen over recent months.

● One victim has been Del Monte Fresh Fruit which Polly Peck bought for \$75m in September 1989 from RJR Nabisco, the US tobacco and food group.

At the time the sterling price was £557m, but with the now weaker dollar, that equates to

£447m. There are rival assets on the market: Del Monte Food of the US, the world's largest trader and marketer of fresh fruit and vegetables, is already looking for a buyer. Its parent, Castle & Cooke of Los Angeles, put Del Monte up for sale in February 1990. If Del Monte had to be sold quickly, its value would fall to £300m, and some

tainty and the difficulties of repatriating payment. For the same reasons, some analysts leave the huge Turkish/northern Cyprus fruit businesses out of their valuations entirely.

These assets' value had been estimated at up to £500m.

● A few million pounds may be raised from the sale of the loss-making Russell Hobbs Tower electrical hardware brand and the Pizza Hut franchise in Turkey.

● Most of the £200m-plus difference between the company's gross debt of about £1.3bn and the net debt figure is cash deposits with banks in northern Cyprus.

In the words of one analyst: "The northern Cyprus banking system is not the most liquid in the world." If the administrators do manage to recover these deposits, the process is likely to take months rather than days.

At worst, therefore, the total value of the assets is estimated at about £750m, which would leave shareholders, and not a few creditors, out of pocket.

London analysts are impressed by the fact that Japanese companies command high multiples, and say that the injection into the company of Capetronic and Imperial have taken the company into profit this year.

The 400-room luxury Sheraton Voyager hotel in the Turkish Mediterranean resort of Antalya cost more than £50m to build. Analysts suggest it will fetch between £30m and £35m.

● Valuations of Cypriot hotels are dogged by political uncertainty.

## Insolvency barons enter the fray

By Ian Rodger in Tokyo

WHENEVER THE economy enters a recession, the insolvency barons come into their own. Polly Peck's three administrators, Mr Michael Jordan, Mr Richard Stone and Mr Christopher Morris, are already prominent, writes Emma Tucker.

Mr Morris, 48, described by

one colleague as "a cool customer" and by a newspaper profile as "slightly foppish", is head of insolvency firm that eventually merged with Cork Gully.

A few eyebrows were raised over the appointment of the third administrator, Mr Stone, who as one rival put it "has been out of the insolvency world for a while."

Mr Stone generates few anecdotes. Mr Hamilton describes him as "serious and rather good at his job." At 47, he is head of corporate finance at Coopers & Lybrand.

Mr Stone qualified with Cork Gully in 1969, but left almost immediately to join Outwich, a South African investment bank. In 1974, he returned to Cork Gully and became a partner in the two merged in 1980.

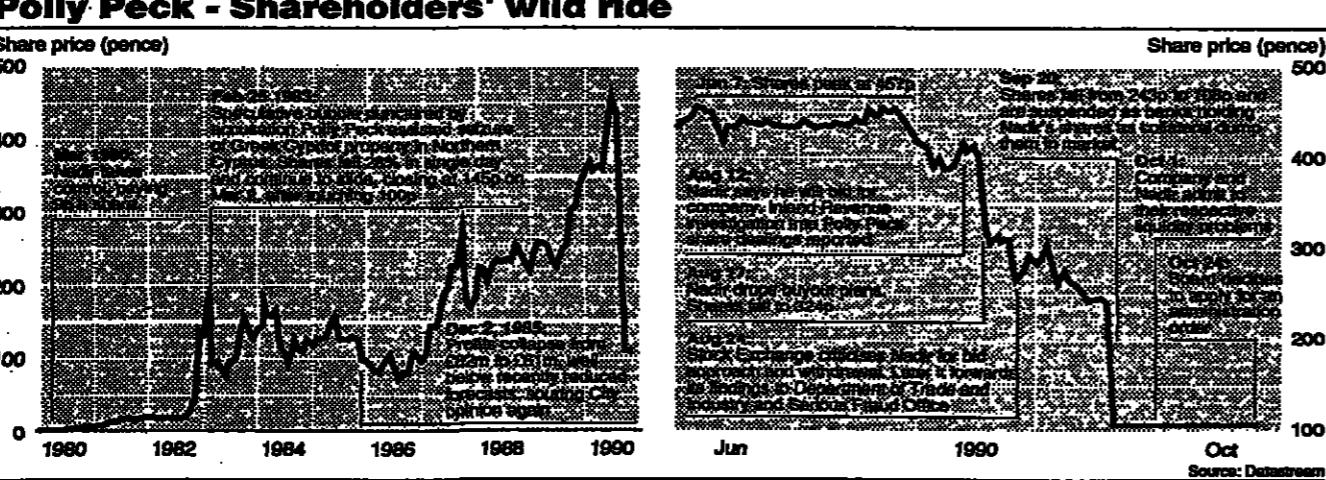
Like Mr Jordan, he played a leading role in the winding up of Norton Villiers Triumph, the motorcycle manufacturer.

He has a reputation for being able to turn a troubled company around, derived from his insolvency work in the Midlands during the manufacturing recession of the early 1980s.



Christopher Morris: also tackled Rush & Tompkins Trevor Humphries

## Polly Peck - Shareholders' wild ride



## The only concern, was whether the bankruptcy would have any impact on the confidence of the technical and marketing communities'

in the troubled audio equipment specialist early this year and subsequently injected two of its profitable subsidiaries, Capetronic and Imperial, into Sansui.

At the closing price, Sansui is valued at about £775m (£306m), valuing Polly Peck's stake at £220m.

Mr Koichi Enomoto, a director of Sansui, said yesterday that Polly Peck's failure should not have any influence on his company.

There were no trading relations between them and Sansui was now, because of the injection of Capetronic and Imperial, on the way to becoming profitable after four years of losses. It was able to look after its own capital needs.

Moreover, the companies had independent marketing channels. Imperial's main markets were in Italy and Germany while Capetronic's were in the US and western Europe.

The only concern, Mr Enomoto said, was whether the bankruptcy would have any impact on the confidence of the technical and marketing communities on which Sansui depends.

He also doubted that the shares would fall their full limit again today.

Approximately 470,000 shares traded hands yesterday before the limit was reached, but at that point sell orders for only 10,000 more were outstanding.

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## 'Achievable survival' behind court order

By Raymond Hughes, Law Courts Correspondent

A HIGH court judge yesterday made an administration order against Polly Peck International after being told that it was the company's best hope of survival.

The order had been sought by the company's directors, backed by a large body of creditors. Their barrister told the court they believed that "survival is achievable".

Three highly experienced insolvency accountants were appointed to take charge of the company. They were Mr Michael Jordan and Mr Richard Stone of Coopers & Lybrand Deloitte and Mr Christopher Morris of Touche Ross.

Mr Jordan and Mr Stone will be responsible for the general administration. Mr Morris's function will be to handle any claims made against Mr Nadir personally.

However, Mr Christopher Brougham, QC, for National Bank of Canada, which earlier this week filed a petition for the compulsory winding-up of Polly Peck, was not happy with that.

He said that any potential claims against Mr Nadir personally might have "an international flavour or ramifications" requiring an independent administrator from an accountancy firm with an international practice and facilities.

Mr Brougham suggested

that Mr Christopher Morris fitted the bill better than Mr Phillips. He stressed that that was no reflection on Mr Phillips' ability or integrity.

Mr Justice Morris agreed that the possibility of claims against Mr Nadir personally made it essential that there be an independent administrator with no conceivable conflict of interest and with the appropriate background support to enable him to pursue any claim.

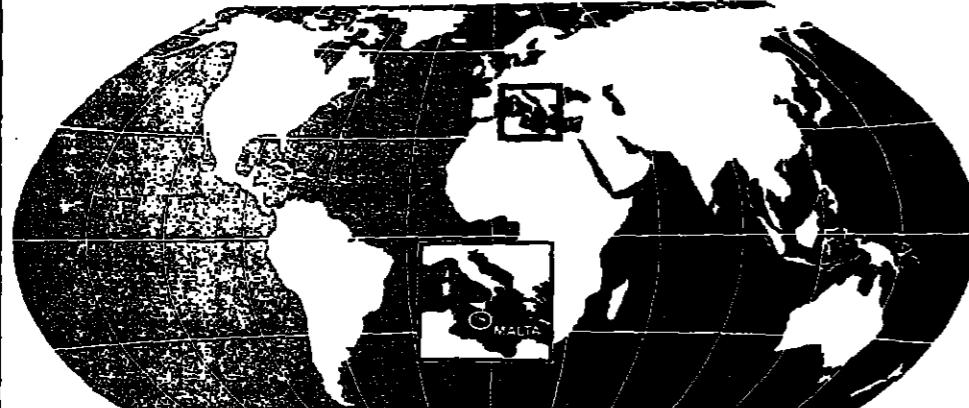
Mr Morris, whose plea for an administration order was also supported by three syndicates of banks, owed \$35m, and UK agents for £220m worth of Swiss bondholders, had told the judge that it was "absolutely vital" that an administration order be made to ensure the company's survival.

It was suffering a loss of confidence which had led to demands from some banks.

The company had a substantial net asset balance, though that lay in subsidiaries. What it suffered from was a cash flow problem, but with the period of calm that would follow an administration, and the involvement of professional accountants, it was hoped that claims could be rescheduled and the company restored to life.

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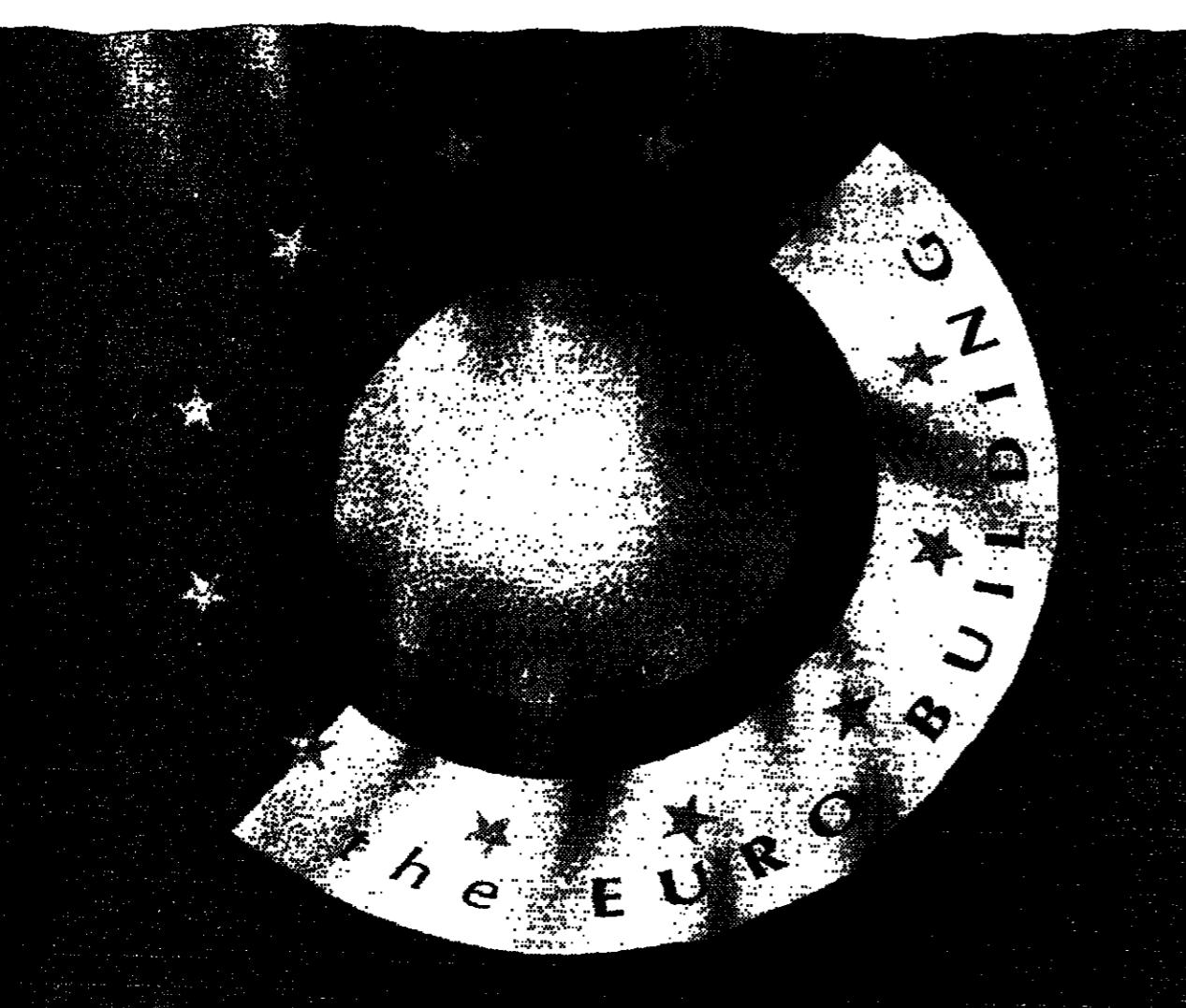
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## N Brown rises to £5.5m and aims to cut gearing

By Andrew Hill

N BROWN GROUP, the mail order company, pushed up profits by 6 per cent in the first half of 1990-91 in a difficult economic climate.

Pre-tax profits rose from £5.19m to £5.51m in the 26 weeks to September 1, but home shopping operating profits increased by 12.5 per cent to £8.03m (£7.14m).

However, overall net profits were held back by the financial and property division. Operating profits from the chartered surveying and fund management subsidiaries came down from £630,000 to £356,000 in the first half, but that marked a recovery from the second half of last year when it lost roughly the same amount.

Group turnover rose from £56.72m to £63.1m and earnings by 9 per cent to £5.29m (5.7p). An increased interim dividend of 1.65p (1.575p) is declared.

Brown also announced that it was aiming to reduce borrowings and encourage employee loyalty by forming an employee share ownership trust. The trust would sub-

scribe for 4.25m new ordinary shares - about 6.6 per cent of the enlarged capital - at market value.

At yesterday's closing share price of 163p, up 5p, that would raise nearly £7m, reducing gearing from 144 per cent at the year-end in March to about 100 per cent.

The company is owed about £55m by customers - compared with borrowings of some £30m - but Mr Jim Martin, managing director, pointed out yesterday that this was spread between 750,000 clients, owing an average of £55 each.

Brown specialises in catalogues aimed at women aged over 50. But it has recently expanded its range with a catalogue, called *Candid*, for women in their 40s - a growing market.

Mr Martin said the launch of the catalogue had little or no adverse impact on the pre-tax profit line. He added yesterday: "We are entering a more competitive market, but by grafting new catalogues on to an existing infrastructure."

## UK COMPANY NEWS

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N BROWN GROUP, the mail order company, pushed up profits by 6 per cent in the first half of 1990-91 in a difficult economic climate.

Pre-tax profits rose from £5.19m to £5.51m in the 26 weeks to September 1, but home shopping operating profits increased by 12.5 per cent to £8.03m (£7.14m).

However, overall net profits were held back by the financial and property division. Operating profits from the chartered surveying and fund management subsidiaries came down from £630,000 to £356,000 in the first half, but that marked a recovery from the second half of last year when it lost roughly the same amount.

Group turnover rose from £56.72m to £63.1m and earnings by 9 per cent to £5.29m (5.7p). An increased interim dividend of 1.65p (1.575p) is declared.

Brown also announced that it was aiming to reduce borrowings and encourage employee loyalty by forming an employee share ownership trust. The trust would sub-

scribe for 4.25m new ordinary shares - about 6.6 per cent of the enlarged capital - at market value.

At yesterday's closing share price of 163p, up 5p, that would raise nearly £7m, reducing gearing from 144 per cent at the year-end in March to about 100 per cent.

The company is owed about £55m by customers - compared with borrowings of some £30m - but Mr Jim Martin, managing director, pointed out yesterday that this was spread between 750,000 clients, owing an average of £55 each.

Brown specialises in catalogues aimed at women aged over 50. But it has recently expanded its range with a catalogue, called *Candid*, for women in their 40s - a growing market.

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## UK COMPANY NEWS

**Mackenzie quits as finance director of Storehouse**

By Maggie Urry



STOREHOUSE, the retail group, has announced that Mr Bob Mackenzie, its finance director, has left the company with immediate effect. The announcement is particularly embarrassing for Storehouse, since Mr Mackenzie was appointed only a year ago. The shares dropped sharply on the news, though recovering to close only 7p lower at 125p.

The bluntness of Storehouse's statement, without the usual euphemisms, suggests a serious breach between the board and Mr Mackenzie.

Since Mr Michael Julien joined Storehouse as chief executive in June 1988 every director who was on the board when he arrived has left.

Last week Sir Terence Conran, who had been chairman until May, resigned as a non-executive director. Mr Julien has been active in hiring directors and shaking up the senior management. Mr Mackenzie was one of Mr Julien's appointments.

Analysts said yesterday that it was difficult to view Mr

missal. Mr Mackenzie was on a three year contract and was paid £180,000 a year.

Storehouse, which operates the B&S, Mothercare, Habitat and Richards chains, has seen its profits fall sharply in recent years. It is due to report interim profits on November 8 which are expected to show a further decline compared with the same period last year.

The group said yesterday that Mr Mackenzie's departure was not related to either these figures or the group's finances.

The group's balance sheet has been strengthened by disposals and cut backs in capital spending and last month it bought £40m worth of its convertible bonds in the market for cancellation.

Mr Mackenzie, who is 37, was previously with Hanson, working at its Imperial Tobacco subsidiary.

Until a replacement is found for him Mr David Thomson, group financial controller, would report directly to Mr Julien. Mr Julien's own background is in finance.

Mackenzie's departure as anything but negative, as it called Mr Julien's judgment in hiring Mr Mackenzie into question.

When asked about possible compensation for loss of office, Storehouse said it did not intend to pay Mr Mackenzie any, although it admitted that he might sue for wrongful dis-

**MMC to probe sale of Signet to French**

By David Barchard

MR PETER LILLEY, the Trade and Industry Secretary, has referred the possible purchase of Signet, the Southend-based credit card processing operation by Slogis of France to the Monopolies and Mergers Commission.

Sir Gordon Borrie, the Director General of Fair Trading, to whom the sale was referred in August, had ruled that the merger did not need a referral to the commission.

The DTI said yesterday that Mr Lilley considered that there were serious issues of public interest in allowing the largest third-party processor of credit cards and other payment cards to come under the control of a state-owned company.

Mr Lilley's objection is based on the fact that Slogis is owned by Credit Lyonnais, a French public sector bank.

Signet, which mainly produces credit cards carrying the Access-brand, was placed on the market by its owners – than sterling.

National Westminster, Midland, Lloyds and Royal Bank of Scotland – earlier this year.

Two possible purchasers – Slogis and First Data Resources of the US, the card processing arm of American Express – were identified in the summer and their names were submitted to the Office of Fair Trading.

It is understood that no decision has yet been taken about which company will be selected as the purchaser.

Whichever company is selected, the sale will have important repercussions for the British and European card processing markets. Signet was originally intended to provide only in-house services for its owners, but now operates as a business in its own right.

Last year it expanded its operating capacity to enable it to handle credit card transactions in Europe as well as the UK and in currencies other than sterling.

**Exports help B Elliott improve 9% to £3.33m**

By Richard Gourlay

B ELLIOTT, the machine tool and engineering group, yesterday reported a 9 per cent increase in interim pre-tax profits to end-September, following a deterioration in trading conditions in the UK and South Africa.

The increase from £3.05m to £3.33m was achieved on turnover up 30 per cent from £50.93m to £66.2m. This reflected a slight slip in margins, but also increased sales from acquisitions made since the last period, said Mr Michael Frye, chairman.

Trading in South Africa, which provided the bulk of profits before Elliott's restructuring three years ago, only provided about 15 per cent of pre-tax profits.

The machine tool manufacturing business was hit by poor economic conditions, but exports increased with strong orders from Germany and

**GrandMet completes EC drinks network**

By Philip Rawstorne

JAPAN. This area accounted for about 5 per cent of profits from 30 per cent of turnover.

During the year Elliott bought Garrison, a maker of cutting and abrasive tools for £2.1m and a vendor placing of 2.69m shares at 78p. The acquisition came too late to affect sales or profits, Mr Frye said.

The interest charge fell 5 per cent to £269,000 over the period. Mr Frye said gearing fell slightly at the start of the year to about 5 per cent, a level that was traditionally high following the summer, but would fall to below 20 per cent by the year-end, excluding acquisitions the group was planning to make.

Mr Frye said the group was relatively well protected from the recession.

The dividend was maintained at 12.5p and the shares closed unchanged at 78p.

**SCOTTISH & NEWCASTLE BREWERIES PLC**

(Incorporated and registered in Scotland)

Notice of Offer to the holders of shares and Sterling bonds and Guilder bonds convertible into shares of

CENTER PARCS N.V.

(Incorporated and registered in The Netherlands)

Scottish &amp; Newcastle Breweries plc announces that holders of—

(1) shares of NLG 1 each in Center Parcs N.V. or depository receipts of such shares;

(2) 3.75% Guilder Convertible Subordinated Bonds 1986-1992/2001 of Center Parcs N.V.; and

(3) 5.75% Sterling Guaranteed Convertible Subordinated Bonds 1988 due 1998 of Center Parcs U.K. PLC

are invited to apply to sell their shares and/or bonds, by accepting the offer made by it on the terms and conditions set out in the Notice of Offer dated 26th October, 1990.

Copies of the Notice of Offer, resumes (including an application form) and deeds of transfer may be obtained at Algemene Bank Nederland N.V., Herengracht 597, 1017 CE Amsterdam, The Netherlands or at Morgan Grenfell &amp; Co. Limited, 23 Great Winchester Street, London EC2P 2AX, England.

Applications should be lodged by not later than 15.00 hours precisely Amsterdam time on 26th November, 1990, at any office of Algemene Bank Nederland N.V. in The Netherlands.

Member of the Amsterdam Stock Exchange may only apply at the head office of Algemene Bank Nederland N.V. in Amsterdam.

This advertisement is issued by Scottish &amp; Newcastle Breweries plc and has been approved, solely for the purpose of section 57 of the Financial Services Act 1986, by Morgan Grenfell &amp; Co. Limited, a member of The Securities Association.

Edinburgh, 26th October, 1990

Scottish &amp; Newcastle Breweries plc

CENTER PARCS N.V.

(Incorporated and registered in The Netherlands)

Notice of Informative Meeting

An Informative Meeting of Center Parcs shareholders will be held on Monday, 12th November, 1990 at 15.00 hours at Parry &amp; Congres Centrum Engels, Stationsplein 45, Rotterdam.

Holders of the bonds are invited to attend this meeting and will be admitted in person or by proxy (upon presentation of a proxy in writing) upon presentation of a certificate of deposit confirming the deposit of their bonds (one or prior to Friday, 9th November, 1990) with any bank in the following Dutch banks: Amsterdam-Rotterdam Bank N.V., Bank Mees &amp; Hope N.V., Credit Lyonnais Bank Nederland N.V., NMB Postbank Groep N.V. (in each case in Amsterdam), Coöperatieve Centrale Raiffeisen-Boerenleenbank B.A. (in Utrecht) or F. van Lanschot Bankiers N.V. (in 's-Hertogenbosch).

Rotterdam, 26th October, 1990  
Center Parcs N.V.**Cadbury Schweppes returns to US to raise \$175m**

Cadbury Schweppes, the soft drinks and confectionery group, is returning to the US auction preferred share market with a \$175m (289.3m) issue.

In June this year it raised \$15m via perpetual preference share issues in the US and Canada.

This form of finance has been increasingly popular with UK companies, which see the

paper as quasi-equity, allowing them to use the proceeds to pay off conventional debt.

Cadbury's latest issue, privately placed with US, Canadian and UK investors, will be divided into four tranches, three of \$45m and one of \$40m.

These will each have their dividend rates fixed every 28 days through an auction, with one tranche falling due each week. The earlier issue refixed

its dividend rate every five years.

Initially two of the four tranches will have a dividend rate of 6.55 per cent on an annual basis and the other two of 6.6 per cent. Cadbury's agreed a maximum rate at which the dividend can be set if the auction system fails, which is based on a formula relating to the paper's credit standing.

**Ramar Textiles plc****MANUFACTURERS AND DISTRIBUTORS OF LADIESWEAR****Preliminary Results**

Audited Results for the thirteen month period to 29 June 1990

	(12 months)	
	1990 £m	1989 £m
Turnover	25.923	24.682
Profit on ordinary activities before tax	1,124	837
Earnings per share	5.75p	4.06p
Dividend per share	1.00p	1.75p

## Extract from the Chairman's Statement:

## Results

The Group achieved an operating profit of £1.794,000 on marginally increased turnover. The profit before tax was assisted by exceptional income of £461,000 which was the balance, after charging associated costs, of the settlement awarded in respect of our consequential loss insurance claim relating to the factory fire suffered in 1986. This more than compensated for significantly higher interest charges incurred due to the increases in base rate and high stock levels carried as a result of the general malaise affecting the High Street.

In view of the downturn in the retail sector, the board has taken the decision to concentrate on the Group's core business of manufacturing in both the United Kingdom and the Far East. Thus the retail outlet and specially packaged lingerie promotions activities were discontinued during the period with a net extraordinary loss of £572,000.

Given continuing high interest rates and the uncertain trading conditions in the retail sector the board proposes a reduced dividend of 1p per share. The possibility of an interim dividend will be reviewed if the first half performance justifies it.

## Trading and Prospects

Manufacturing in China has developed exceptionally well with some £4m of high quality silk garments produced in the period. Strong growth is anticipated in this market and sales are expected to reach £8m in the current year.

The first three months of the current financial year have seen sales increase by more than 25% and our order books, both for the United Kingdom and China production, are such that we are confident that we will maintain this growth throughout the rest of the financial year.

Colin Radin, Chairman

**1990 Nine Months Results****Summary**

Group profit before tax of £89.3m in the first nine months of 1990 was £3.38m below the record performance in the first nine months of 1989 due to severe competitive pressures and weakening markets.

	Nine Months 1990 £m	Nine Months 1989 £m
Turnover	9,819	9,854
Profit before taxation	893	1,231
Earnings per £1 Ordinary Share	81.1p	108.3p

A summarised profit and loss account is given in the second table below.

**Nine Months**

Group turnover in the first nine months was comparable with the same period in 1989.

In the Consumer and Specialty Products segment, trading profit increased by £4.8m to £50.4m due to continuing strong growth in Pharmaceuticals and an encouraging performance from Paints in a difficult economic climate. Adverse market conditions affected the performance of the Other Effect Products.

In the Industrial Products segment, trading profit fell from £4.2m to £2.75m. In early 1989 the Petrochemicals and Plastics and General Chemicals businesses were very buoyant but in 1990 margins were eroded in weak market conditions. The hike in oil prices caused by the Gulf crisis increased the energy and raw material costs of these businesses from September onwards; although chemical prices are beginning to respond, so far this has been inadequate to recover the additional costs.

In the Agriculture segment, trading profit decreased by £1.2m to £1.03m.

Agrochemicals experienced adverse weather effects towards the end of the season. The results for the nine months take no account of the proposed purchase of the remaining 50% shareholding in Tioxide Group PLC.

The following table provides financial highlights for 1989 and for the first three quarters of 1990.

	Turnover	Profit Before Tax	Earnings per £1 Ordinary Share
1989	£m	£m	pence
1st Quarter	3,210	442	39.2
2nd Quarter	3,432	483	42.8
3rd Quarter	3,212	306	26.3
4th Quarter	3,317	296	26.7
Year	13,171	1,527	135.0
1990			
1st Quarter	3,454	414	38.1
2nd Quarter	3,369	319	29.3
3rd Quarter	2,996	160	13.7p

**Third Quarter**

Profit before tax of £160m in the third quarter of 1990 was half the level of the corresponding period in 1989. Trading profit in the Industrial Products segment was down £1.27m because of increased costs and competitive pressures. Weaker market conditions also depressed the results of related companies.

**Taxation**

The tax charge for the first nine months of the year amounted to £307m, representing an effective tax rate of 34.4%, and comprised UK corporation tax



FINANCIAL TIMES CONFERENCES

**PETROCHEMICALS  
IN EUROPE**  
- The New Scenario

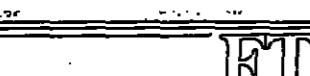
28 &amp; 29 November, 1990 - London

## Speakers include:

**Mr Jim Gordon**  
Shell International Chemical Company Limited**M. Jacques Puechal**  
Atchem SA**Mr Bryan K Sanderson**  
BP Chemicals Limited**Mr Abdulaziz Ibrahim Al-Audah**  
Saudi Methanol Company**Mr Odd Hassel**  
Cambridge Energy Research Associates**Sir Denys Henderson**  
Imperial Chemical Industries PLC**Mr Henry Rowson**  
Trichem Consultants Limited**Mr Hugo Lever**  
CERIC**Dr Sergio Cagnotti**  
ENIMONT SpA**Dr Edward Bennett**  
Commission of the European Communities**Dr Charles K Brown**  
Goldman Sachs International Limited**Mr Simon de Bree**  
NV DSM**Ms Jackie Ashurst**  
James Capel & Co**Mr Alan D Plaistowe**  
Chem Systems Limited

\* Subject to final confirmation

For information please return this advertisement together with your business card, to

**Financial Times Conference Organisation**126 Jermyn Street, London SW1Y 4UJ  
Alternatively, Telephone: 071-925 2323  
Telex: 27347 FTCONF G Fax: 071-925 2125

FINANCIAL TIMES CONFERENCES

**EUROPEAN BUSINESS  
FORUM**  
- Business in  
Central & Eastern Europe

26 &amp; 27 November, 1990 - Rome

## Speakers include:

**Senator Dr Guido Carli**  
Minister of the Treasury, Italy**Ambassador Renato Ruggiero**  
Minister of Foreign Trade, Italy**Professor Ivan D Ivanov**  
State Foreign Economic Commission  
USSR Council of Ministers**Dr Václav Klaus**  
Minister of Finance, Czechoslovakia**Ing Paolo Cantarella**  
Fiat Auto**Mr Horst G Krenzler**  
Commission of the European Communities**Sir Alan A Walters**  
John Hopkins University**The Rt Hon Sir Frank Cooper** GCB CMG  
N M Rothschild & Sons Ltd**Dr Franco Nobili**  
IFI**Dr Eberhard von Koerber**  
ABB Asea Brown Boveri Ltd**Mr Viktor V Gerashchenko**  
The USSR State Bank (Gosbank)**Ing Sergio Pininfarina**  
Pininfarina SpA**Dr Sergio Siglienti**  
Banca Commerciale Italiana SpA**Dr Axel Lebahn**  
Deutsche Bank AG**Mr Ferenc Rabár**  
Minister of Finance, Hungary**Professor K Lutkowski**  
Adviser to the Minister of Finance, Polandin association with  
**La Repubblica/L'Espresso**  
and  
**ABI (Italian Bankers' Association)**

\* Subject to final confirmation

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CLCH-5

**Touche  
Ross****T. M. Hunter Limited**

(In Receivership)

The Joint Receivers offer for sale the business and assets of this long-established (1961) woollen mill based in Brae, Sutherland, Scotland.   
 □ Manufacturers of high quality woollen yarn, tweed, blankets and rugs.   
 □ Substantial owned mill and retail premises.   
 □ Established brand name, customer base and agency network in UK and abroad.   
 □ All processing from raw wool to finished products carried out on site.   
 □ Turnover for fourteen months ended 30th June 1990 - £5.5 million.   
 □ Experienced and skilled workforce of 130.

For further information please contact Robin Wilson or Tom Macleman at the Company's premises. Tel: (0986) 21360. Fax: 0408 21103 or at the address below.

66 Queen's Road, Aberdeen AB1 6YE.

Tel: 0224 325375. Fax: 0224 312611.

Auth used by The Institute of Chartered Accountants in England and Wales to carry on investment business.

Member  
DRT International**BUSINESSES FOR SALE****Copy Consultants Group  
Limited**

The business and assets of the above well known company are offered for sale by the Joint Administrative Receivers.

- This national company is based in Carlisle and has locations in Newcastle, Darlington, Lancaster, York, Shetland, Bradford, Bristol, Burnley, Cannock, Leicester, Orpington, Salford and Glasgow.
- The company is a principal distributor and service agent for a leading photocopier manufacturer. Other products include facsimile machines, computer hardware and software, telecommunication systems, furniture and stationery.
- Annual turnover of over £15 million with a skilled workforce of 350.
- Freehold properties at Carlisle (two), Lancaster, Newcastle and Shetland.
- Stocks amounting to over £3 million.

For further details, please contact Roger M. Griffiths, Ernst &amp; Young, Central Exchange Buildings, 93A Grey Street, Newcastle upon Tyne NE1 6EJ. Tel: (091) 221 1222. Fax: (091) 261 2916.

**Ernst & Young**

Authorized by The Institute of Chartered Accountants in England and Wales to carry on investment business.

**FOR SALE**

Due to imminent retirement of Directors. Well established Electric Heating Design Company. Turnover c.£2m. Highly Profitable.

Principals only reply in writing to: Collinsons Chartered Accountants, 21 Bennetts Hill, Birmingham B2 8QP

**Alexander James and Dexter Limited** (In Receivership)

A very well respected advertising agency (commenced trading 1971) and recruitment agency at Lower Bourton, Swindon, the business and assets of which are available for sale following the appointment of Joint Administrators on 17 October 1990.

- Freehold offices (Grade II listed) at Bourton Grange, Bourton, Nr Swindon including in all some 2.7 acres of land
- Modern leasehold offices in Swindon
- Turnover in 1989 approximately £70 million
- Prestige clients
- Approximately 40 staff

Interested parties are requested to apply in writing for further information to the Joint Receiver: PRC Denham, Price Waterhouse, Clifton Heights, Triangle West, Bristol BS8 1EB. Telephone: 0272 293701. Fax: 0272 290519.

**Price Waterhouse**

FIRST COMPANY CONSULTANTS PLC  
WESTMINSTER AND CITY PROPERTY DEVELOPMENTS PLC  
Reg. U.K. No. 254762  
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## COMMODITIES AND AGRICULTURE

# Farmers seek new market regime to meet deep crisis

By Bridget Bloom, Agriculture Correspondent

EUROPE'S COUNTRYSIDE could face "dereliction on a grand scale" unless the European Community came up with new and constructive ways of ordering farm support, Sir Simon Gourlay, president of the UK National Farmers' Union, said yesterday.

Sir Simon claimed that the inevitable result of continuing policies of cutting farm gate prices to make agriculture more market oriented would be to put thousands of farming families in Britain alone out of business.

To redress the present crisis in farming, a new framework for support was needed. This should aim to control production, whether through quotas or using land less intensively, Sir Simon added.

The NFU leader suggested to a packed meeting of farmers in London yesterday that many of them would not be there if farming were to take a free market direction.

We are not looking for more and more government hand-outs. A number of speakers suggested that the further price reductions being called for in the current world trade negotiations in the General Agreement on Tariffs and Trade would prove the last straw.

However, Sir Simon acknowledged yesterday that farmers would almost certainly have to accept the 30 per cent cut over 10 years suggested by the EC Commission, since he believed agriculture would not be allowed to stand in the way of October 2.

Farm gate prices had risen only 46 per cent between



Sir Simon Gourlay: "We are not looking for more and more government hand-outs"

1979-80 compared to a rise of 71 per cent in UK food prices and 106 per cent in the overall retail price index.

Mr John Ross, president of the Scottish NFU, said his farmers were "ablaze with fury" at their declining incomes, made worse recently in the livestock sector, following the animal health scares and more imports from eastern Europe.

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## SA wine seeks a higher profile

By Philip Gawith in Johannesburg

KWW, the producer co-operative representing 6,000 South African wine producers, has announced plans to adopt a much higher international marketing profile as the country's trading relations return to normal with the ending of the era of sanctions.

As the main marketer of South African wine and wine products abroad, KWW has been hit hard in recent years by government-enforced sanctions in the US, Scandinavia and Canada, and by trade boycotts in Europe and the UK. The effect has been for KWW to export fewer branded products and more in bulk form.

Political sensitivities have meant that these bulk exports have normally been unidentified and KWW has said little about them. Traditionally the bulk of these exports have been in the form of cheap distilled wine.

Recently, however, the KWW has achieved success with exporting higher value-added products, notably grape juice concentrate and "scheme wine" (dry white wine for bulk export).

During the financial year to the end of 1989, the KWW's export volumes rose by 85 per cent, mainly as a result of a doubling in the volume of grape juice concentrate and brandy exported and the discovery of new markets for scheme wine, understood to be principally in eastern Europe.

KWW say 25m litres of scheme wine have been exported since they started marketing this product last year. The wine is shipped in bulk tankers through the Suez canal.

Speaking this week Mr Pieter Hugo, chairman of KWW, said: "We are hopefully approaching a sanction-free

market environment in the nineties. This has naturally brought about total turn-about in KWW's marketing strategy, from low profile bulk exports in the eighties to high profile advertisement-supported brand product marketing in the nineties."

New products and packaging have been developed for export. A new top of the range wine series, as well as new varietal wines and wines for everyday enjoyment are to be introduced.

Many of the KWW's members have seen their real income decline in recent years amid stagnant sales. While increased export volumes will undoubtedly improve their position, the greater challenge is to win over the vast black majority of South Africa's population, which has traditionally preferred drinking beer to the healthier alternative of wine.

## Brazil plans to import 4m tonnes of wheat

By Victoria Griffith  
in Sao Paulo

BRAZIL HAS clinched a deal to import 60,000 tonnes of wheat from France over the next two months, at a total cost of about \$4.4m.

The wheat to be split into two equal deliveries of 30,000 tonnes each, will arrive in November and December and will be paid for over a 12-month period. The deal is part of a Brazilian plan to import 4m tonnes of wheat this year.

At least 5m tonnes will be coming from Argentina, in accordance with a bilateral trade agreement between the two countries. A group of Brazilian trade representatives flew to Buenos Aires on Wednesday to talk about further imports.

Brazil is also bargain-hunting in the wheat markets of Uruguay, Paraguay, Canada and the US.

The government will auction import rights on the financial markets, as it did in the past for coffee.

Although the French wheat was purchased by the Brazilian government, further imports may be arranged privately, according to the ministry of the economy. The government is currently preparing for the privatisation of the wheat sector. This week, the government met wheat producers to negotiate procedures for the privatisation process.

## Chinese cut in silk prices fails to achieve goal

CHINA'S attempt to boost silk export earnings by cutting prices appears not to be paying off, reports Reuters from Peking.

Overseas sales are up following the 10 per cent price cut introduced at the end of September, but only enough to maintain the level of returns, a China Silk Import-Export Corporation official said yesterday.

Nearly 80 per cent of China's raw silk is exported, accounting for about 90 per cent of total world exports.

Export earnings rose by about \$200m last year to \$1.84bn, but a similar increase is not expected this year.

"There are not many buyers around," the official said. Chinese domestic demand may help absorb surplus silk that cannot be exported.

A sluggish world market since the end of 1989 had been caused partly by China's prompt deliveries, which halted a rush in purchases, the official said. However, the main reason for the slow sales was poor quality, he said.

## Black gold earns Africa its bread

William Keeling analyses the oil industry's role in Nigeria's economy

THE OFFICES of Mr Jubril Aminu, Nigeria's minister of petroleum resources, might easily be mistaken for that of a pharmacist. In glass cabinets there are large, fluted, medicine-bottles containing an array of coloured liquids. On the matching desk that dominates the room is what appears to be a perfume bottle. On closer inspection, however, the medicine bottles are found to contain products of Nigeria's refineries and the perfume bottle contains crude oil.

More normally than by the barrel, Nigeria's oil is found by the barrel - and by million barrels at a time. With proven reserves in excess of 150m barrels, Nigeria accounts for one-third of Africa's known oil reserves and for approximately 8 per cent of the total production of the Organisation of Petroleum Exporting Countries (Opec).

In addition to oil, Nigeria has 2.6 million (million) cubic metres of natural gas reserves. Being situated on the West African coast, it is obviously well positioned to act as a supplier of the US and Europe.

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Whilst NNPC has a 50 per cent stake in every joint venture, it has so far given foreign oil companies sole operating rights. Any suggestions

of expansion has been secured through a memorandum of understanding signed in 1988. Under it, the government guarantees a minimum profit margin of \$2 a barrel and offers tax incentives to undertake exploration and development.

Its purpose was to halt a decline in the oil sector brought about by low-prices and an Opec quota which had reduced Nigeria's production from 2.5m b/d in 1980 to just

1.3m b/d in 1983. The present quota, which was suspended in August as a result of the Gulf crisis, is 1.8m b/d and analysts expect this to increase in line with world demand.

Foreign oil-companies, of which there are seven operating in Nigeria, have adopted a bullish attitude to the country. When the Nigerian National Petroleum Corporation decided last year to reduce its stake from 80 per cent to 60 per cent in its joint-venture with Shell, three oil companies eagerly grabbed the equity. Shell raised its stake to 30 per cent and Elf and Agip each took 5 per cent in a deal worth \$20m to NNPC.

This August the joint-venture announced expenditure of \$4.5m over the next five years.

Incentives for increased exploration have also led to significant discoveries. Shell recently announced a new field with reserves of at least 500m barrels in Rivers State and Elf has made discoveries amounting to 300m barrels since 1986.

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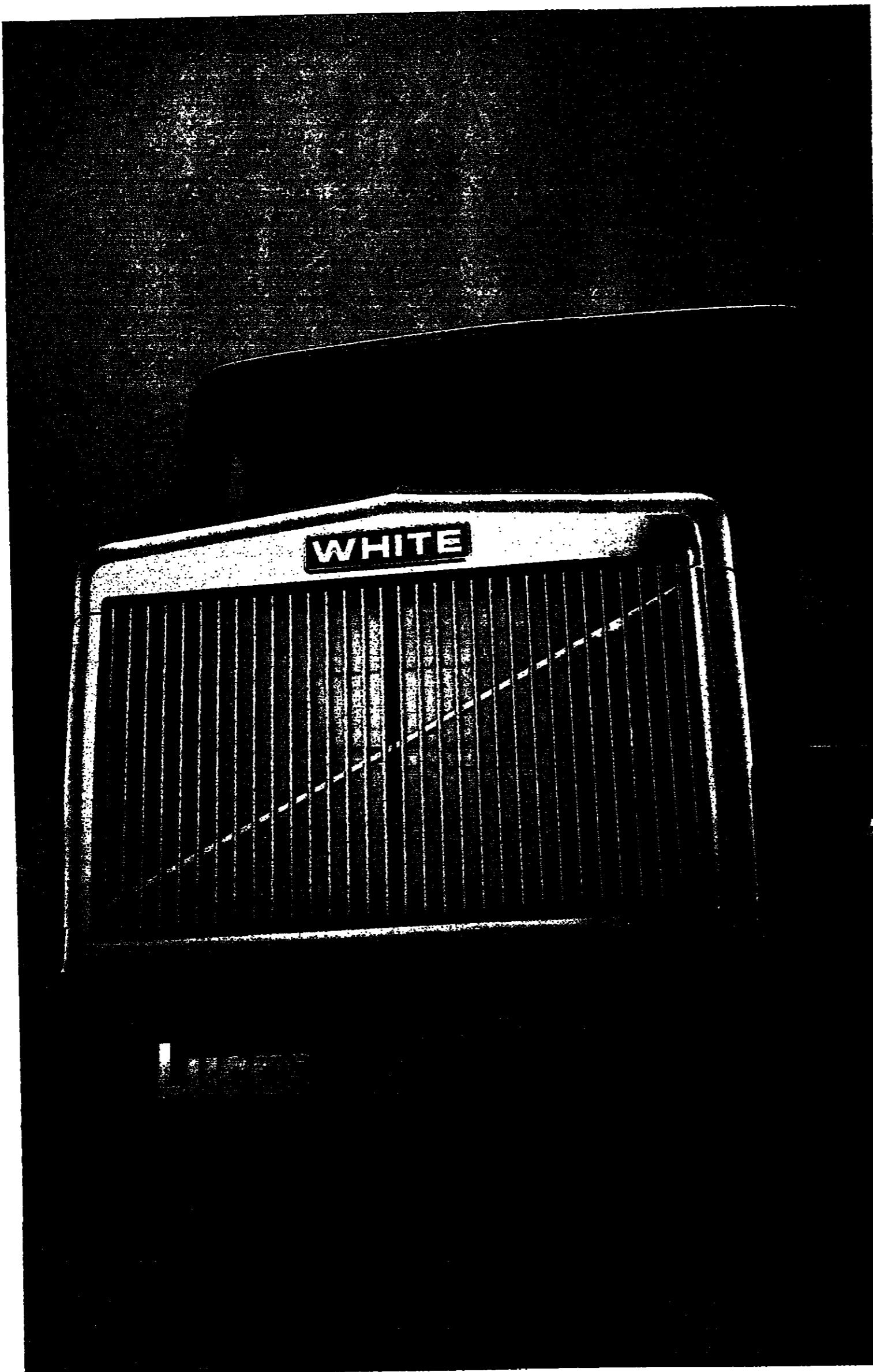
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## LONDON STOCK EXCHANGE

## Corporate shocks unsettle equities

ALARM bells from across the global corporate scene resounded through the UK stock market yesterday, driving the FT-SE Index below the 2,100 mark regained only a week ago. A trading session which opened in the face of the collapse of Polly Peck International, valued only three months ago at almost £2bn on the London stock market, later faced a dividend omission and labour cutbacks at Philips NV in Holland, lower than expected earnings at Xerox in the US, a gloomy profits report from ICI and a host of hints of unsavoury problems at leading UK companies.

The international climate

moderate, with Seaq volume of 323m shares comparing with 467.5m in the previous session.

The equity market dipped through Footsie 2,100 early and was down by 12 points ahead of ICI's midday statement. Third quarter figures from the blue chip chemical group were above the City's worst forecasts, but the strongly worded statement from the board underlined the market's gloom over the UK industrial outlook.

ICI shares rallied on the profits report but soon returned to the downward trend.

Traders felt that the market might have stood up well to ICI's trading figures had senti-

ment not been attacked from several other quarters. Another profits downgrading for BZW from a UK brokerage house cast new shadows over other UK conglomerates. Reliant, a minor motor car manufacturer, announced a move to bankruptcy and tales swept the market of fraud investigations at a leading FT-SE listed company.

The collapse of Polly Peck, the agricultural and business group led by Mr Asil Nadir, implied losses for investors and for some stock market firms. London's Later, BZW, one of the leading UK investment banks and a major bank across the full range of UK

equities, opened bankruptcy moves against Mr Nadir, reportedly in respect of purchases of Polly Peck shares. While the suggested loss of £3.5m involved is relatively small for BZW, it underscores the risks involved for market firms on the domestic corporate front.

Institutional interest in equities remained low yesterday with little sign of significant selling pressure. Traders confirmed that concern over the trading outlook for British companies, and also the uncertainties over the Gulf situation was discouraging investors from dealing in the stock market.

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## Standard hit over exposure

THE DECISION by Polly Peck to ask for administrators to be appointed depressed shares in Standard Chartered and Legal & General. Standard Chartered is believed to have the largest outstanding exposure of any bank to Polly Peck at about £50m, while Legal & General hold more than 2 per cent of the Polly Peck equity.

Smiths New Court lowered its full year forecast for Standard to £185m from £225m and said there was a 50 per cent chance that the dividend may not be maintained. Standard closed 10 lower at 251p, while Legal finished 8 down at 364p.

Gloom on ICI

Third-quarter figures from ICI left the shares moving erratically before eventually closing near the day's low. The stock lost much ground in early trading, continuing Wednesday's trend, only to bounce on the midday announcement of the figures. However, analysts were single-minded in cutting their forecasts and the shares ended 14 down at 225p.

UBS Phillips & Drew trimmed this year's profits estimate by £20m to £1.08bn and next year's by £50m to £1.65bn. The broker cited weakness in paints and petrochemicals. It is recommending selling the stock and said that the dividend cover "looks a little vulnerable". Smiths New Court lopped £3m from its current year figure, leaving it at £1bn.

Asda rerated

Busy trading in Asda pushed the shares down 3 to 123p as 7.5m shares changed hands after two brokers lowered their profit forecasts and a third recommended that investors sell. Barclays de Zoete Wedd reduced its estimate for next year to £235m from £245m, but left its current year forecast unchanged at £185m. BZW said Asda was not as sensitive to changes in interest rates as the market believed.

Meanwhile, James Capel cut its current year forecast to £180m from £185m but left next year's at £220m. Capel said there was only a limited chance for a recovery in Asda's non-food sales in the second half of this year.

Pannier Gordon recommended that investors lighten their holdings in Asda and Tesco because of the recent fall in petrol prices. A switch from Tesco into Argyll was

Account Dealings Dates		
First Dealings	Oct 22	Nov 5
Options Dealings:		
Oct 18	Nov 1	Nov 15
Last Dealings:		
Oct 19	Nov 2	Nov 15
Account Days:		
Oct 20	Nov 12	Nov 28
Non-Busy dealings may take place from 8.30am to 4.30pm business days earlier.		

was not helped by a further rise in crude oil prices and the announcement that more US troops are to be sent to the Gulf.

Against this backdrop, the loss on the FT-SE of 21.5 to 2,087.5 was reasonably acceptable to equity market strategists. Trading volume was

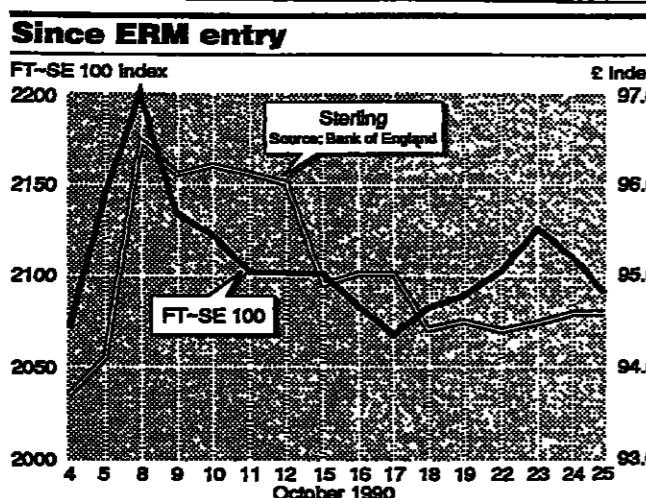
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The advance in equities since Britain's entry into the European exchange rate mechanism on October 5 has largely reflected the movement of the sterling exchange rate. Last night's close showed the FT-SE Index only 18 points higher than its level immediately prior to entry.

suggested. Tesco eased a penny to 223p and Argyll improved 2 to 249p.

## Wellcome fall

Wellcome fell quickly on news that New Zealand had approved a competitor to the company's money-spinning AIDS treatment Retrovir. New Zealand is the first country to approve Imuhol R, an immunoprotective agent made by the French state-controlled chemicals group Rhône Poulenc.

International stocks had a bad day, with the return of Gulf worries. Glaxo shed 10 to 765p and Reuters lost 18 to 673p.

Conglomerate BTR fell victim to a profit downgrading, widely reported to have come from James Capel. The shares slipped 6 to 450p.

The signing of a syndicated credit agreement with its bankers helped Eurotunnel buck the falling market. The shares rose 18 but were dragged back to close up 5 at 485p.

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The consensus view on Smiths Industries' record results was positive and the shares moved higher. BZW, the investment bank, said with its buy recommendation that Smiths was expected to come out of the recessionary period in a stronger, more competitive position. Demand for the shares was persistent rather than heavy, according to dealers.

Marketeers were convinced that a bear raid - dealers trying to force down the price of a share - was responsible for a rumour-driven tumble in P & O, which dropped 24 to 485p on a relatively light 1.8m turnover. Market speculation included a possible rights issue and problems with one of the company's property partners.

Analysts speculated that rises in Easal Electronics, up 3% to 167.5p, and Racal Telecom, ahead 6 at 282p, were prompted by one US securities house building up a stake in anticipation of issuing a buy recommendation and by the lack of US selling.

A defence seminar with representatives from industry, the ministry of defence and the government failed to inject enthusiasm into the engineering sector and British Aerospace drifted down 7 to 555p in spite of Wednesday's encouraging news from Smiths Industries. Mr Miles Saltiel of Houze

Goett, the brokers which held the seminar, said: "The outlook is one that calls for caution."

TI Group rose 12 to 402p, partly on renewed speculation that Mannesmann, the German engineering group, was about to increase its stake, but also on the back of the encouraging news from Smiths.

Lex, the Volvo importer, was down 6 to 150p in concern that its stocks are not moving.

Renowned for its Robin three-wheel vehicle, shares in small car manufacturer and Metrocar maker Reliant Group more than halved to 3p, from 7p, before being suspended pending the appointment of a receiver for its motor and industrial divisions.

The news was also unfavourable for KRF (Holdings). Hurt by the warning that Dutch rival DAF expected to make "a significant loss" this year, shares of the UK commercial vehicle maker dropped 20 to 110p. DAF said the loss stems from continuing negative trading developments in Western Europe and the UK.

Norton Group, the motorcycle manufacturer, was another to show a reaction. The call on shareholders for fresh funds of £6.5m to finance the acquisition of a German fastener products manufacturer put Norton down 6 to 22p.

The rising oil price helped Lasmco to gain 9 at 449p and BP to close 2% better at 341p. Shell was left behind, however, because of consideration of the company's involvement in bulk chemicals in the wake of ICI's third-quarter figures. Shell slipped 6 to 435p.

Richardson Oil & Gas returned from suspension and

speculation that Mr Mackenzie's departure reflected boardroom disagreements.

Yorkshire Chemicals fell after ICI, the sector leader, spoke of more difficult trading conditions in colours (dyes/stuffs). Yorkshire, a not very liquid stock, according to dealers, fell 12 to 4 for the year of 307p.

Incision in the FT-Actuaries indices from today promoted interest in both Cornwall Park and Amber Day issues. Cornwall Park, a homes furnishing company which makes Parker Knoll furniture, jumped 22 to 188p, while the "A" shares rose 17 to 130p. Retailer and garment manufacturer Amber Day gained 4 to 67.5p.

McLeod Russell, formerly the

FINANCIAL TIMES STOCK INDICES										
	Oct 05	Oct 24	Oct 23	Oct 22	Oct 19	Year Ago	High	Low	Since Completion	High
Government Secs	80.05	79.95	79.67	79.76	79.10	85.31	84.20	74.13	127.4	93.18
Fixed Interest	88.75	88.65	88.66	88.60	88.67	84.06	82.91	83.60	105.4	50.53
Ordinary Share	1617.5	1638.0	1654.7	1636.6	1621.5	1720.5	1688.3	1510.4	2008.5	43.4
Gold Mines	172.7	169.5	169.0	168.4	169.7	198.8	197.5	163.2	234.7	43.5
FT-SE 100 Share	2088.7	2110.5	2127.0	2102.0	2089.0	2129.4	2083.7	1990.2	2463.7	98.9
Ord. Div. Yield	5.92	5.85	5.79	5.67	5.90	4.81	4.81	4.81	9.38	1.1
Earning Ratio(Net/Div)	12.24	12.16	12.07	12.22	12.22	11.59	11.59	11.59	13.78	1.02
PE Ratio(Net/Div)	9.82	9.95	10.04	9.91	9.82	10.43	10.43	10.43	10.43	1.02
SEAO Bargains 4.45pm	16,778	16,510	19,04	15,967	20,827	22,026	21,904	21,904	24,637	1.02
Equity Turnover(£m)	663.48	650.80	561.35	795.79	730.31					
Shares Traded (m)	375.0	393.4	316.8	484.2	376.7					
Ordinary Share Index, Hourly changes						Day's High 1638.3	Day's Low 1614.3			
FT-SE 100 Share	2108.5	2103.7	2101.1	2098.0	2089.3	2108.5	2085.5	2085.5		
Open 9 am	9 am	10 am	11 am	12 pm	1 pm	2 pm	3 pm	4 pm		
2108.5	2103.7	2101.1	2098.0	2089.3	2085.5	2085.5	2085.5	2085.5		

GILT EDGED ACTIVITY										
	Oct 24	Oct 23	Oct 22	Oct 21	Oct 20	Year Ago	High	Low	Since Completion	High
Govt Edged	93.9	93.8	93.8	93.8	93.8	93.8	93.9	93.8	93.8	93.8
Ordinary Share	1617.5	1638.0	1654.7	1636.6	1621.5	1720.5	1688.3	1510.4	2008.5	43.4
Gold Mines	172.7	169.5								







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Unit	Cost	Price	Offer + or Yield	Yield	Price	Offer + or Yield	Yield	Price	Offer + or Yield	Yield	Price	Offer + or Yield	Yield	Price	Offer + or Yield	Yield	Price	Offer + or Yield	Yield	Price	Offer + or Yield	Yield	Price	Offer + or Yield	Yield	Price	Offer + or Yield	Yield
Targed Trust Mgt Ld 16000F																												
Target Trust Mgt Ld, Arches, Recs																												
American Eagle	316.67	36.82	-0.21	-0.57	313.10																							
Assets -	100.00	100.00	-0.00	-0.00	100.00																							
Financials -	100.00	100.00	-0.00	-0.00	100.00																							
Global Divers Inc	575.74	57.74	-0.00	-0.00	575.00																							
Gold & Rec Inc	300.00	30.00	-0.00	-0.00	300.00																							
Income -	100.00	100.00	-0.00	-0.00	100.00																							
Investment & General	311.93	31.93	-0.21	-0.60	311.00																							
Performance & Growth	316.67	36.67	-0.21	-0.57	313.10																							
Portfolios & Comps	100.00	100.00	-0.00	-0.00	100.00																							
Worldwide Capital	176.92	17.92	-0.20	-0.42	176.23																							
Templeton Unit Trust Managers Ltd 12000F																												
Global Growth Fund	67.52	6.75	-0.21	-0.33	67.00																							
Global Income Fund	100.00	100.00	-0.00	-0.00	100.00																							
Global Income Fund	100.00	100.00	-0.00	-0.00	100.00																							
Value To Acc	100.00	100.00	-0.00	-0.00	100.00																							
Value To Acc	100.00	100.00	-0.00	-0.00	100.00																							
Value To Acc	100.00	100.00	-0.00	-0.00	100.00																							
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Financial Times Friday October 26 1990

FINANCIAL TIMES FRIDAY OCTOBER 26 1990

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Id	Price	Offer + or -	Yield	Unit	Id	Price	Offer + or -	Yield	Unit	Id	Price	Offer + or -	Yield	Unit	Id	Price	Offer + or -	Yield	Unit	Id	Price	Offer + or -	Yield	Unit
Baring Int'l Fund Managers Ltd	109.72	100.31			Saracens (Units of) Ltd	121.82				MTM Britannia International Limited	101.00				S.G. Warburg Asset Mgmt Lax SA - Coörd.	101.25				GAM Fund Management Ltd (a)	101.97			
Barclays Portfolio Off.	100.04	100.00			Forces Fd 19.10	102.43				Commercial Union Luxembourg SA - Coörd.	101.00				GAM General Off Acc.	101.97				North Star Fund Managers (Garnett) Ltd	102.22			
Barclays Currency Fund Ltd	101.04	100.00			Forces Fd 19.10	102.43				US Better Despatched Funds Fund	101.00				GAM General Off Acc.	101.97				Invest Fd	102.22			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Gold Funds	101.00				GAM General Off Acc.	101.97				High Perf. Fund	102.40			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Second Lmtd Fd	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Corporates Fund Managers International Ltd	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Strategy Portfolio	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
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Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
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Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00				GAM General Off Acc.	101.97				Capital Int'l Fund	102.45			
Barclays Fund	101.24	100.01			Forces Fd 19.10	102.43				Alpha Worldwide	101.00		</											





4pm prices October 25

## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

12 Month	High	Low	Stock	Div.	Yld.	100Shares	Price	Close Prev.	Close	Chg.	12 Month	High	Low	Stock	Div.	Yld.	100Shares	Price	Close Prev.	Close	Chg.	12 Month	High	Low	Stock	Div.	Yld.	100Shares	Price	Close Prev.	Close	Chg.	12 Month	High	Low	Stock	Div.	Yld.	100Shares	Price	Close Prev.	Close	Chg.								
972	84	AVI	A-Air	.45	7	7.75	114	114	114	-	972	74	7.75	Broadbent	.20	10	10.20	10.20	10.20	10.20	10.20	10.20	0	972	34	25	GIANT	.20	23	23.00	23.00	23.00	23.00	23.00	23.00	0	972	29	30	GIANT	.20	29	29.00	29.00	29.00	29.00	29.00	29.00	0		
954	74	ACM	A-CM	.10	12	4.10	52	52	52	-	954	64	ACM	M-A-C	.10	14	4.10	4.10	4.10	4.10	4.10	4.10	-	954	21	17	GIANT	.20	19	19.00	19.00	19.00	19.00	19.00	19.00	0	954	29	30	GIANT	.20	29	29.00	29.00	29.00	29.00	29.00	29.00	0		
123	10	ACMM	L-92	.10	12	1.20	117	117	117	-	123	95	ACM	Sc-Sc	.10	12	1.20	1.20	1.20	1.20	1.20	1.20	-	123	21	17	GIANT	.20	19	19.00	19.00	19.00	19.00	19.00	19.00	0	123	29	30	GIANT	.20	29	29.00	29.00	29.00	29.00	29.00	29.00	0		
924	15	ACM	Sc-Sc	.10	12	1.20	117	117	117	-	924	15	ACM	Sc-Sc	.10	12	1.20	1.20	1.20	1.20	1.20	1.20	-	924	15	15	ACM	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0	924	15	15	ACM	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0		
245	15	AL-Lab	Sc-Sc	.10	12	1.20	117	117	117	-	245	15	AL-Lab	Sc-Sc	.10	12	1.20	1.20	1.20	1.20	1.20	1.20	-	245	15	15	AL-Lab	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0	245	15	15	AL-Lab	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0		
744	45	AMR	A-MR	.10	2	14.25	15	15	15	-	744	45	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	744	25	25	AMR	.10	25	25.00	25.00	25.00	25.00	25.00	25.00	0	744	25	25	AMR	.10	25	25.00	25.00	25.00	25.00	25.00	25.00	0		
253	25	AMR	A-MR	.10	2	14.25	15	15	15	-	253	25	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	253	25	25	AMR	.10	25	25.00	25.00	25.00	25.00	25.00	25.00	0	253	25	25	AMR	.10	25	25.00	25.00	25.00	25.00	25.00	25.00	0		
114	11	AMR	A-MR	.10	2	14.25	15	15	15	-	114	11	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	114	11	11	AMR	.10	11	11.00	11.00	11.00	11.00	11.00	11.00	0	114	11	11	AMR	.10	11	11.00	11.00	11.00	11.00	11.00	11.00	0		
105	15	AMR	A-MR	.10	2	14.25	15	15	15	-	105	15	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0
213	21	AMR	A-MR	.10	2	14.25	15	15	15	-	213	21	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	213	21	21	AMR	A-MR	.10	21	21.00	21.00	21.00	21.00	21.00	21.00	0	213	21	21	AMR	A-MR	.10	21	21.00	21.00	21.00	21.00	21.00	21.00	0
14	14	AMR	A-MR	.10	2	14.25	15	15	15	-	14	14	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	14	14	14	AMR	A-MR	.10	14	14.00	14.00	14.00	14.00	14.00	14.00	0	14	14	14	AMR	A-MR	.10	14	14.00	14.00	14.00	14.00	14.00	14.00	0
95	15	AMR	A-MR	.10	2	14.25	15	15	15	-	95	15	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	95	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0	95	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0
105	15	AMR	A-MR	.10	2	14.25	15	15	15	-	105	15	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0
105	15	AMR	A-MR	.10	2	14.25	15	15	15	-	105	15	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0
105	15	AMR	A-MR	.10	2	14.25	15	15	15	-	105	15	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0
105	15	AMR	A-MR	.10	2	14.25	15	15	15	-	105	15	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0	105	15	15	AMR	A-MR	.10	15	15.00	15.00	15.00	15.00	15.00	15.00	0
105	15	AMR	A-MR	.10	2	14.25	15	15	15	-	105	15	AMR	A-MR	.10	2	14.25	14.25	14.25	14.25	14.25	14.25	-	1																											

## **NYSE COMPOSITE PRICES**

12 Month High Low Stock Div. Yield 1000 High Low  
**Continued from previous Page**

Shares: Spares are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 20 percent or more has been paid, the year's high/low range and dividend are shown for the new stock only. Unless otherwise specified, ratios of dividend are annual disbursements based on the latest declaration. a-annual dividend, a-annual dividend plus stock dividend, a-liquidating dividend, old-called, d-new yearly low, dividend declared or paid in preceding 12 months, d-dividend Canadian funds, subject to 15% non-residence tax, d-dividend declared after split-up or stock dividend, l-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting, l-dividend declared or paid this year, an accumulative dividend with dividends in arrears, m-new issue in the past 52 weeks. The high-low range begins with the start of trading. n-next day delivery, P/E price-earnings ratio, r-dividend declared or paid in preceding 12 months, plus stock dividend, stock split. Dividends begin with date of split, sis-splits, dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date, u-new yearly high, trading halted, vi-in bankruptcy or receivership or being compromised under the Bankruptcy Act, or securities assumed by such companies, wd-distributed, wi-when listed, wr-with warrants, x-ex-dividend or ex-rights, xd-ex-distribution, xe-without warrants, y-ex-dividend and sales initial, yd-yield, value in full.

## **NASDAQ NATIONAL MARKET**

*3pm prices October 25*

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## AMERICA

## Dow falls on rising crude and programme selling

## Wall Street

SURGING oil prices and computer-driven programme selling sent equities down yesterday in moderately active trading, writes Karen Zagor in New York.

The Dow Jones Industrial Average declined 19.80 to a closing 2,484.41 amid New York SE volume of 141.8m shares, having gained 10.15 on Wednesday. The outcome advances by 850 to 621. The broadly representative Standard & Poor's 500 was off 2.44 at 310.18.

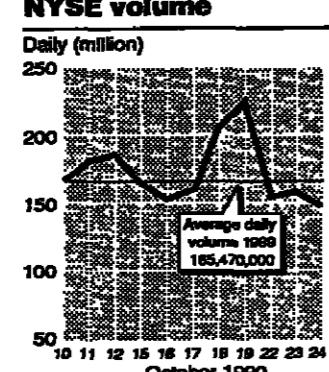
The retreat was spurred by sharp gains in crude oil futures yesterday, reflecting renewed talk of war in the Gulf. In late trading the December contract was 31.17 higher at \$34.25.

Citicorp lost \$1.4 more to \$11.3 in heavy trading. On Wednesday the dividend rate on one series of its preferred stock was reset at 12.5 per cent, a higher rate than expected. Today the dividend rate on another Citicorp preferred series will be reset.

Avon Products put on 8% to

25% after the company said it expects profits for the year to rise 25 per cent. The company has also hired a financial adviser to help it increase shareholder value.

## NYSE volume



October 1990

MNC Financial retreated \$1 to \$4.4. The banking concern has agreed not to pay any dividends without approval from the Federal Reserve. It has put its MBNA America credit card unit on the block and will discontinue its commercial paper

programme.

MCA rebounded \$7 to \$57 after dropping about \$8 on Wednesday. The entertainment group's stock had fallen on rumours that merger talks with Matsushita Electric, of Japan, had failed. The rumours were denied by Matsushita.

Tandem Computers tumbled \$1 to \$104 on lower fourth-quarter earnings of 30 cents a share, against 38 cents.

AMB, parent of American Airlines, receded \$1 to \$46 on reports that the company will compete with UAL, parent of United Airlines, for Pan Am's valuable London routes. UAL lost 5% to \$95.4, while Pan Am firms 5% to \$1.4.

## Canada

THE CLIMB in crude oil prices and a firmer bullion price pushed the oil and gold sectors ahead in Toronto, while the rest of the market closed on a mixed note after light dealings.

The composite index edged up 7.3 to 3,239.6 as gains led by 292 to 240 after a decline of 19.5m shares.

Comparisons are complicated by the fact that Milan

is practical. Imposed by decree on September 29 – one day after it was announced – its rushed birth testifies to the need to find a politically acceptable counter to planned rises in health charges and cuts in services as part of next year's budget package.

Nor has anyone dared to question the measure on moral grounds. The problem for Milan is in the way it will work – notably that the new tax is to be levied at source. According to Italy's small and often undercapitalised brokers, the legislation is not only unworkable but also finds them unequipped to administer it.

As often in Italy, the tax's origins are political rather

than practical. Imposed by decree on September 29 – one day after it was announced – its rushed birth testifies to the need to find a politically acceptable counter to planned rises in health charges and cuts in services as part of next year's budget package.

However, the committee has been partly sidetracked by other matters, such as the budget. Now, the capital gains tax, whose forced imposition requires parliamentary ratification within 60 days, will pose an additional burden.

It is hard to find any single culprit. The finance committee of the Chamber of Deputies, Italy's lower house of parliament, has been struggling to approve the new rules.

It now only needs a few more sittings to see the Sims through the committee. And, if Mr Franco Piro, its chairman, is to be believed, consultations with members of the upper house should allow a smooth passage thereafter.

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## RECRUITMENT

**JOBS:** Discrimination complaint leads to dropping of most accurate executive-selection tests

**E**MPLOYING people these days is no task for the unwary. Witness what has happened to London Underground in the aftermath of the fire at its King's Cross station in November 1987, in which 31 people died and many were injured.

Desmond Fennell QC, who led the inquiry into the fire, seemed in no doubt of the main lesson to be learned. After referring to the numerous men and women he had questioned, he concluded his judgment: "If their answers and this Report serve the ends of safety and remind people that above all they must place safety first, the investigation will have achieved its goal."

London Underground's chiefs evidently agreed with him, because they told the inquiry they were taking steps to ensure passengers' safety. The steps included improving the quality of the company's management, not least by creating new jobs for "centurion managers" who would have charge of up to 100 staff. The holders of such posts, Mr Fennell said, "will be selected more on merit and qualified to a high standard..."

Large numbers of staff from various ethnic backgrounds applied for the centurion jobs, and the company set about deciding whom to appoint. Four selection methods were used: a structured interview and a personality-measure and two reasoning tests devised by the Savills and Holdsworth psychological consultancy. One of the tests was of verbal reasoning

— the ability to draw accurate conclusions from pieces of written English, and the other of numerical understanding.

After a while the job-performance of about 50 of the new managers was rated by their own bosses. The ratings were compared with the "centurions' expected performance as predicted by the selection methods. The two reasoning tests were the most accurate. Although far from perfect, they were proved to be markedly more predictive than either the interview or the personality measure.

But London Underground has dropped the reasoning tests as an executive-selection tool.

It has apparently done so because a rejected candidate complained that they were unfairly discriminatory. There were clear variances in the reasoning scores of applicants from different ethnic backgrounds. Whites as a group did better than Asians who in turn did better than Afro-Caribbeans.

Savills and Holdsworth claims that the variances result from inequalities in education and training. The consultancy points out that the worst performers on the tests were older Afro-Caribbeans who look to have come to Britain as adults in the 1950s and 60s, which would have left them at an educational disadvantage to

people who went to school here. The score variances were less marked among the younger members of the different ethnic groups. So, if that claim is right, the inequalities could be removed over time by improvements in education.

Even so, there remains the question of what London Underground and other employers of mixed workforces should do meanwhile. It is understandable that they should want to save themselves internal troubles arising from selection procedures weighted against present-day members of particular groups. But, to the extent that accurate executive-selection enhances the well-being of customers, their safety surely ought to come first.

#### Pay progress

NOW to the table alongside which gives an idea of the typical pay progression in three types of specialist work in Britain — finance, personnel, and engineering. In doing so, it also suggests why talented young people seem less and less keen to become engineers.

The figures come from surveys by the Remuneration Economics consultancy. Anyone wanting the full reports, which give much more data than I have room for, can obtain them at a price from Peter

Stevens at 51 Portland Rd, Kingston upon Thames, Surrey KT1 2SH; tel 081 549 8726, fax 081 541 5705.

For each kind of work in each of seven ranks, the table gives the standard range

of pay indicators both for basic salaries and for all cash rewards including bonuses and such. The lower quartile refers to the person a quarter way up from the foot of a ranking of all in the same

work and rank, the median to the one mid-way, and the upper quartile to the one a quarter way down from the top. The finance and personnel surveys were made last month, the engineering study in July. On Mr Stevens's advice I have adjusted for the time difference by increasing the engineers' pay figures by 2.2 per cent.

Michael Dixon

## Question of whose safety should come first

Rank	Specialism	Lower quartile	Median	Upper quartile	Average	Total	Total	Total	Bonus	% who	% who	% with
		Basic money	Basic money	Basic money	Basic money	Basic money	Basic money	Basic money	paid	receivers	as % of	5-plus
		salary	reward	salary	reward	salary	reward	salary	bonus	coy.	coy.	weeks
Director	Finance	41,833	45,267	52,000	54,880	70,413	75,500	62,570	69,416	61.5	143	94
	Personnel	41,000	45,000	47,760	55,000	62,391	68,000	52,049	58,452	73.3	133	97
	Engineering	32,830	33,471	40,023	42,924	48,789	52,122	41,474	44,042	45.5	11.1	84
Head of function	Finance	31,500	33,000	38,223	40,500	48,203	45,376	40,147	42,433	59.0	92	45
	Personnel	25,500	28,500	34,101	35,743	42,000	44,000	35,388	37,451	58.7	90	38
	Engineering	25,480	26,984	30,522	31,333	37,974	39,949	31,712	32,846	45.5	7.3	63
Head of dept.	Finance	27,300	28,500	32,400	33,131	37,800	39,366	33,116	34,881	52.5	84	28
	Engineering	24,900	25,703	29,855	30,985	34,285	35,285	31,257	32,561	52.5	55	43
	Personnel	22,500	23,000	27,260	28,500	32,500	33,496	31,222	32,522	51.4	63	17
Section manager	Finance	22,500	22,655	24,500	25,500	34,246	35,350	29,430	30,496	51.7	66	22
	Personnel	22,000	22,780	26,000	25,823	30,832	30,832	26,591	26,591	49.7	8.1	19
	Engineering	21,871	22,177	24,623	24,895	27,717	28,464	25,511	25,822	18.5	6.4	41
Section leader	Finance	21,250	21,840	25,800	26,597	29,619	30,592	26,572	27,522	57	55	14
	Personnel	19,348	20,037	22,150	23,232	25,000	25,160	22,403	23,254	49.1	7.2	13
	Engineering	19,304	20,027	21,633	22,023	24,023	24,823	22,598	22,874	19.9	6.0	6
Senior staff	Finance	16,725	16,908	21,500	22,000	24,852	25,649	22,101	22,712	46.4	5.5	25
	Engineering	16,500	17,055	18,450	18,993	21,424	21,216	18,995	19,188	46.8	6.4	21
	Personnel	17,005	17,213	18,952	19,120	21,813	22,017	19,891	20,091	17.4	5.6	16
Staff	Finance	14,399	14,710	17,109	17,545	20,000	20,280	17,480	17,854	33.7	5.4	23
	Personnel	13,657	14,000	15,394	15,916	17,200	17,653	15,997	16,043	42.8	6.1	18
	Engineering	14,369	14,482	16,057	16,183	19,009	19,325	17,121	17,249	16.5	4.6	20

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The Chairman will be the Rt Hon Lord Griffiths MC, who is a Law Lord. The 16 other members will comprise 7 members of the legal profession, and 9 people who are not lawyers. This is to ensure that the Committee primarily represents the views and interests of the users of legal services, but also contains wide representation from those with practical experience of providing such services.

Applications are now invited for membership of the Committee from anyone who is not a judge, a practising barrister or solicitor, or a teacher of law. In appointing these members, the Lord Chancellor must bear in mind the desirability of appointing people with experience in, or knowledge of, the provision of legal services, civil or criminal proceedings and the working of the courts, the maintenance of professional standards amongst barristers or solicitors, social conditions, consumer affairs, commercial affairs or the maintenance of professional standards in professions other than the legal profession.

Members will be expected to have a demonstrable record of achievement in their own walk of life. They will need a high level of analytical ability in dealing with complex issues, and must be robust enough to form their own clear and authoritative views on the ways in which legal services should be provided, and express them in a way which will earn the co-operation and respect of the other members of Committee and of the senior judges and lawyers with whom they will be dealing.

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## ACCOUNTANCY COLUMN

## Heading for the dawn of the Euro accountant

David Waller looks at EC moves to establish internationally recognised accountancy qualifications

**O**N January 4 next year, a Pandora's box is set to spring open, with incalculable consequences for the accountancy profession in Britain and continental Europe.

On that day, the European Commission's directive on mutual recognition of professional qualifications has to be incorporated in the national law of EC member states.

The principle behind the directive - which applies to many professions other than accountancy - is that people who have earned a professional qualification in one member state must be able to become a full member of the equivalent profession in another member state, with the right to use the relevant professional titles and letters after their name, without having to requalify.

Thus, in the event of the accountancy profession, members of the Italian Consiglio Nazionale dei Rappresentanti Commercianti, or the Institut Francais des Experts Comptables, not to mention the German Institut der Wirtschaftsprüfer, will be able to become chartered accountants as an absolute right.

Similarly, members of the Institute of Chartered Accountants in England & Wales (ICAEW), the Institute of Chartered Accountants of Scotland

and the Chartered Association of Certified Accountants, will be able to decamp to France, Germany or Italy to set up shop as *experts comptables*, *Wirtschaftsprüfer* or *dottori commercialisti* and *ragionieri* respectively.

Insofar as one country's qualification falls short of another's, so-called "migrant accountants" will have to make good that deficiency either by taking aptitude tests or undergoing a period of supervised work experience.

**P**eople who have earned a professional qualification in one member state must be able to become a full member of that profession in another state,

All the EC's accountancy bodies have decided that accountants making the switch will have to take, at the very least, an exam in local law.

The background to this radical development dates back to the 1957 Treaty of Rome itself, the purpose of which was to free the markets for goods and services. Early attempts to harmonise the professions by introducing legislation for each discipline founded in a

bureaucratic mire. The Architects' Directive, for example, took 17 years to finalise, a directive dealing with engineers has been on the drawing-board since 1969.

By 1986, the commission had had enough of the "sectoral" approach and in December of 1988, the Council of Ministers approved the mutual recognitions directive. The EC had abandoned any idea of harmonising the professions. Thus, in the words of the UK's Department of Trade and Industry, "avoiding the complexities of trying to agree a common curriculum for all EC professionals in a given field".

The mutual recognition approach is nevertheless fraught with complexities, as Mr John Williams, director of international affairs at the ICAEW, has found in the past few months. His job has been to negotiate the bilateral agreements with various professional bodies on the continent that define the areas in which qualifications are "deficient", and consequently which exams must be taken to bring the migrant accountant's training up to scratch.

The directive applies only to regulated professions - those "whose practice is in some way regulated directly by the state", for example, auditing or insolvency work. However,

there are special rules for the UK because most professions here are not regulated by the state but by chartered bodies.

For the purposes of the legislation the chartered bodies are deemed to be "regulated", a nuance which gives rise to a significant inconsistency. It is not clear that "mutual recognition" will allow UK chartered accountants to do on the continent all the work they do in the UK, for example insolvency and general consultancy. It may, however, allow people with lesser qualifications on the continent to muscle into chartered accountants' markets in the UK.

Thus, in France and Italy, insolvency work can only be done by the legal profession, not by accountants. A French or Italian accountant will be able to become a chartered accountant and do insolvency work in the UK, but UK accountants will not be able to do insolvency work in France and Italy in return.

The directive is drafted in general terms so as to accommodate numerous professions, from librarianship to metallurgy, and as a result is vague on this and other crucial issues. Another difficulty is that the mutual recognitions approach enshrines many restrictive practices which inhibit competition, contrary

to the spirit of the Treaty of Rome and certainly contrary to the interests of the big firms. Advertising, for example, is not allowed in several member states, and will remain prohibited under the new regime.

Uncertainties apart, one early consequence of the directive is likely to be "training arbitrage". The bright young German students are unlikely to notice that the path to becoming chartered accountants is less arduous than that leading to the *Wirtschaftsprüfer*.

**B**Y 1985 the EC had abandoned any idea of harmonising the professions, "avoiding the complexities of trying to agree a common curriculum"

for qualification.

To become a chartered accountant in the UK one must have a first degree and then spend three years under training contract, whereas in Germany the post-degree qualification is five years. Here, the degree can be in any subject, from anthropology to the history of art, whereas in Germany it should normally be economics.

From January, Germans will

be able to become chartered accountants and then switch to being fully-fledged *Wirtschaftsprüfer*. Tests will still have to be undergone, but they will not be as severe as the normal path into the *institut der Wirtschaftsprüfer* (IDW).

Moreover, UK firms will be able to train chartered accountants on German soil.

(No "round-tripping" will be allowed: though it may be possible for a UK certified accountant to become a *Wirtschaftsprüfer*, the status of *Wirtschaftsprüfer* will not enable the certified accountant to become a chartered accountant.)

From the UK perspective, the directive may seem a big threat to the integrity of the chartered accountancy brand, allowing in hordes of continental accountants with entirely different training backgrounds.

However, continental accountants are likely to see the Directive in a rather different light. In Germany for example, no doubt *Wirtschaftsprüfer* will be horrified by the prospect of a proliferation of under-trained Anglo-Saxon accountants tampering with their rigorous standards.

In time, there will be a struggle between the EC's myriad professional bodies to establish the pre-eminent qualification for Europe as a whole.

## FINANCIAL PLANNING &amp; CONTROL OFFICER

The Multinational Force & Observers, an independent international organization charged with monitoring the security provisions of the Treaty of Peace between Egypt and Israel has an opening for a Financial Planning & Control Officer at its headquarters in Rome, Italy. An initial two-year contract with the possibility of renewal is being offered. The ideal candidate will be in his/her late twenties, qualified, ICA, CACA or CIMA, possess five years of both financial and management accounting experience, as well as experience with LAN based accounting systems and supervisory skills. This position involves some travel. Benefits include attractive salary, tax free status, housing and medical insurance. Interested individuals should send CV with salary history to:

Chief of Personnel,  
American Embassy/MFO,  
APO New York 09794-0007 - USA  
or by fax to  
Rome, Italy: (39)-6-592-0692  
or phone: (39)-6-591-8841

## RATHBONE

## FINANCIAL SEARCH AND SELECTION

## CORPORATE FINANCE EXECUTIVE

**City**  
Our client, a rapidly expanding international broking house, and part of a large Financial Service Group, seeks to appoint a corporate finance executive. The ideal candidate will have 5 years experience in corporate finance with a merchant bank or a firm of stockbrokers.

You will be involved in client liaison on a Corporate basis including marketing and planning new issues equity and debt-related instruments of Corporates; structuring and financing of mergers, acquisitions and development projects.

For a confidential discussion on the above, please contact  
Mark Jones on 071-867 8899.

## SWAPS ACCOUNTANT

**City**  
£45K + Benefits

In view of continued expansion and increasing complexity of their derivatives trading, our client, a leading Financial Services Institution, requires a senior swaps/derivatives accountant.

The successful candidate will be a graduate with experience of risk management and interaction with front office. Excellent communication and analytical skills and the ability to work effectively in a trading environment are essential for success.

## East London

Our client, a medium-sized subsidiary of a large international industrial group, is a well established and profitable manufacturing company with a history of steady growth. Further expansion plans have created the need for an experienced financial director who can help to take the company through the next stage of its development.

The Finance Director will assume overall responsibility for the accounting, computer and company secretarial functions, including management and statutory reporting. The appointee will also be responsible for budgeting and forecasting and will be expected to assist departmental managers to develop, monitor and control their budgets. The development and implementation of

## to £55,000 package

costing systems will be an important initial aspect of the role.

Candidates for this position will be qualified accountants who have gained financial management experience in a manufacturing environment. Superior management and communication skills, a hands-on approach and the ability to contribute to the management of the company at Board level are essential. Experience of developing systems and procedures, in particular such as budgets and costing will be necessary.

Please send career and personal details, quoting reference FB280, to Frances A Bell, Ernst & Young Search and Selection, 21 Conduit Street, London W1R 9TB.

## Ernst &amp; Young

## CFO EUROPE

London Based  
Fluent French

## Age 32 - 40

Successfully coupling an impressive growth pattern with commitment to premium and innovative brand image, this international FMCG organisation is rapidly establishing its European presence.

Headquartered in the US, the company has an outstanding reputation in its domestic market and is mirroring such achievement globally. The challenges of managing European growth in terms of manufacturing, distribution and retail, now present a superb opportunity for a first rate finance professional, whose key responsibilities will relate to:

- Provision of commercial advice to the GM
- Negotiation and start up of plant
- Creation of a multifaceted distribution system and control of a retail network
- Building of a high quality finance and MIS team.

ROBERT WALTERS ASSOCIATES  
RECRUITMENT CONSULTANTS  
Queens House, 1 Leicester Place, London WC2H 7BP  
Telephone: 071-437 0464

£55,000, + car  
Bonus + Benefits

We are looking for a strong leader, fluent in French and English, who has built commercial awareness within an international organisation. Appropriate qualifications (ACA/MBA), integrity, excellent communication skills and ambition are essential.

A history of achievement and adaptability, an appetite for tackling business issues, and relevant sector/functional experience are of prime importance.

The successful candidate will be rewarded with a stimulating environment, and outstanding prospects and salary package.

If your career and personality have equipped you to succeed in this role, please call Bianca Coulter on 071-437 0464 (fax: 071-437 0597), or write to her, enclosing a detailed CV, at the address below

## ASST. HEAD OF MANAGEMENT ACCOUNTS

## C. LONDON

## £25 - 32k - p.a. + Benefits

My client a large service company need to recruit a young, energetic Accountant for the changing environment of today's fast moving world of communications.

Responsible to the Head of Management Accounting you will oversee the full range of departmental affairs particularly the co-ordination and preparation of Capital and operating budgets for all sectors. You will also monitor and interpret progress.

The ideal applicant will be a fully qualified Accountant of 25-28 yrs having gained at least 2 years post qualification experience in commerce or industry. Further more you should have good computer systems experience, Staff Management skills and the ability to communicate effectively at all levels.

Please reply in the 1st instant to: Fox Valentine Ltd, 25 Bedford Row, London WC1R 4HE. Tel No: 071-242-1916

Quoting Ref:R087.

FOX VALENTINE LTD  
Recruitment Consultants

## FINANCIAL CONTROLLER

## M3 Corridor

## c £26,000 + 25% Bonus + Car

Established as being a market leader in the provision of "state of the art" computer peripherals, this Japanese subsidiary has an immediate requirement for an ambitious Financial Controller.

Reporting directly to the Managing Director, the Financial Controller will be responsible for the entire finance function including timely and accurate reporting to Japan, detailed analysis and forecasting.

It is anticipated that the company will experience considerable growth throughout the UK and Europe. The finance function is therefore expected to play an important part in the expansion programme.

ROBERT WALTERS ASSOCIATES  
RECRUITMENT CONSULTANTS  
4A High Street, Windsor SL4 1LD  
Telephone: (0753) 831515

The successful candidate will be a qualified accountant who can demonstrate the necessary commercial flair to succeed in this dynamic environment.

In addition to the basic salary, there will be a substantial bonus, company car, non contributory pension scheme and private healthcare.

Interested candidates should contact Stuart Blake on (0753) 831515 fax: (0753) 831171 or write enclosing a detailed CV, to the address below.

## Financial Analyst

We are part of a worldwide manufacturer of advanced technology products with annual sales of \$ 4 billion.

Our division with sales of \$ 160 M is the largest European manufacturer of controls for major appliances.

We are looking for a Financial Analyst to assist our General Manager.

Responsibilities will include financial planning, management accounting and reporting to parent company.

We seek candidates who are qualified to degree level in business administration, economics or accountancy with at least 5 years experience in a multinational manufacturing company.

To be effective in this position you will need sound communication and presentation skills, the ability to utilize computer support systems and preferably the knowledge of foreign languages (French, German, Italian).

This is a first class opportunity to take front line responsibility in a company whose growth plans will satisfy your need for challenge and provide good career opportunities.

This job is based in Germany near Strasbourg (France) and involves occasional travels in Germany, France and Italy.

Please send your resume and salary history to: Human Resources Mgr -

EATON, Automotive and Appliance Controls Division -

Hansslestrasse, 8 - D 7640 Kehl - Germany.

EATON  
CONTROLS OF EUROPE

Job Advert

# FINANCE DIRECTOR

## ...a position of influence in a growth business

### North West

With an innovative, forward-thinking approach and the highest standards of customer care, our client is a leading UK 'service provider' in a truly dynamic communications sector. Following impressive recent growth, current turnover is £80 million and the company is now looking for a qualified Accountant to take full responsibility for its finance and accounting function...

In this wide-ranging role that reports to the Managing Director, you will make an important policy contribution as well as providing effective financial direction, strengthening controls and reporting in all aspects of the business. As the company continues to expand, there is also likely to be considerable involvement in acquisition appraisal and subsequent integration.

### c.£42,000 + car

Probably aged 35-45, you should have a mature and pragmatic personality, a determination to succeed and a proven ability to motivate a team of people. With significant commercial or industrial experience - ideally but not necessarily in the Financial Services sector - you will be well established as a senior financial manager in a medium to large company.

In return, the salary and benefits package will not pose a problem for the right applicant and will include relocation assistance, where appropriate.

Please write in confidence enclosing a CV and salary details to Jonathan Warnock quoting reference JW/937.



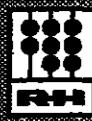
Peat Marwick Selection & Search

7 Tib Lane, Manchester M2 6DS

c.£33,000

+ car + benefits

Central London



# FINANCIAL ANALYST

This is a privately owned property company with an outstanding record of innovation and achievement. It is currently adding to its international portfolio with a multi-million pound development programme in the UK. Its management has an outstanding reputation for commercial judgement and the ability to implement complex and ambitious schemes successfully. An excellent opportunity exists within their Business Appraisal Department for two individuals to make a positive contribution to the company's future. Reporting to the Business Appraisal Manager, responsibilities will include the analysis of business projections and property based deals, along with the production of financial analyses for presentations to potential tenants. The position also embraces a range of project work, which is of a commercial nature. This highly proactive role requires a considerable level of commercial judgement as well as first class technical ability.

Candidates will ideally be aged 26-35, qualified Accountants with 1-5 years PQE. Analytical and possessing sound commercial judgement, you will be able to communicate clearly with both financial and non-financial management. Excellent financial modelling experience and exposure to tax issues are pre-requisites, as is the commitment to achieving results of the highest quality.

Please apply directly to Ingrid Flannery at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London WC2R 0ER. Telephone: 071-836 3545 or evenings on 081-995 2960. Alternatively, fax your details on 071-836 4942.

Financial Recruitment Specialists  
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The Woolwich is the third largest Building Society in the UK with assets of more than £17 billion and a countrywide network of 540 branches. In addition to maintaining a wide range of financial services products, the Woolwich has formed a number of subsidiary companies with activities ranging from housing development and the provision of estate agency to the operation of financial services companies in other countries within the EC.

### AUDIT MANAGER

Bexleyheath, Kent

Salary Package c.£40,000

The Internal Audit Department is being restructured to enable it to keep pace with the business developments in this dynamic environment. The Society now wish to appoint an Audit Manager whose brief will be to help enhance and develop the audit strategy and function. Reporting to the Group Head of Audit and managing some thirty five staff, the successful candidate will be responsible for the internal audit of branch, head office and subsidiary operations.

Candidates should be qualified accountants with at least five years' post qualification experience which should include senior internal audit management in a medium to large organisation. They should have excellent communication skills and be able to motivate and lead a professional team.

The position offers excellent benefits including company car, performance related pay, profit bonus scheme, BUPA membership and concessionary mortgage facilities.

Interested applicants should write with a full c.v. to: Martin Plummer, Personnel Manager, Woolwich Building Society, Corporate Headquarters, Watling Street, Bexleyheath, Kent DA6 7RR.

We are an equal opportunities employer

**WOOLWICH**  
BUILDING SOCIETY

# Financial Controller

Central London - c. £30k + car + options

Dolphin is an outdoor advertising contractor with a national presence and turnover in excess of £10m. Rapid growth over the past two years has propelled Dolphin into the number three position within the UK market and our future plans foresee continued expansion of the business.

Reporting directly to the Managing Director, you will be responsible for the entire finance function, ensuring the maintenance of tight financial controls and disciplines, developing further the comprehensive suite of business systems and managing a small finance team. As a key member of the senior management team you will be expected to make a

Please send full personal and career details to Michael Moore, Group Finance Director  
Dolphin Media Limited, Dolphin House, 37 Chapel Street, London NW1 5DP

This position is being re-advertised, previous applicants need not apply.

**DOLPHIN**

### PALLAS LEASING GROUP LTD

PALLAS LEASING GROUP LTD

(A Member of the S G Warburg Group)

#### EUROPEAN CONTROLLER

Pallas provides sales-aid and other specialist forms of financing for manufacturers and major suppliers in the business equipment, computer and industrial plant markets. Pallas is now looking to continental Europe for further growth opportunities and has already established self-accounting operations in Germany, France and Portugal.

Pallas wishes to recruit an accountant to coordinate these activities in the following areas:

- Financial and management reporting
- Budgets and forecasts
- Financial controls
- Special assignments.

The successful candidate is likely to have trained with a large firm and to have had 2-3 years post-qualification experience outside the profession in a commercial environment. A knowledge of leasing and of languages, particularly French, is desirable but not essential. 50% overseas travel is envisaged.

An attractive salary will be offered, together with a company car, mortgage subsidy, profit share, private medical insurance etc.

CVs should be sent to Miss A E Harding at:

Pallas Leasing Group Ltd, Castlemead, Lower Castle Street, Bristol, BS1 3AG

### LAND

### AUTHORITY FOR WALES



#### DEPUTY CHIEF

#### EXECUTIVE/FINANCIAL CONTROLLER

circa £43,000

Applications are invited from Accountants experienced in financial, managerial and property matters for the above post.

The post holder will act for the Chief Executive in his absence and will be responsible to him for advice and executive action for all the financial, administrative and personnel affairs of the Authority. The successful applicant will have a sound experience of finance and accountancy, proven managerial skills and be able to exhibit a mature judgement.

The Deputy Chief Executive's role, which incorporates control over administration and personnel, is combined with one of the professional Chief Officer posts within the Authority, as appropriate. For the purpose of external applicants on this recruitment, it is combined with the Financial Controllers post.

Completed applications to be returned by Monday 12 November 1990.

For further information, please contact Miss J. Locke

LAND AUTHORITY FOR WALES

Custom House, Customhouse Street, Cardiff CF1 5AP

Telephone: 0222 223444

### FINANCE MANAGER

#### KENT

This Company has recently acquired a subsidiary of a multi-national American owned industrial group whose management style combines delegated authority with strong financial disciplines.

To allow the Company to benefit from this philosophy the Group wishes to appoint a Finance Manager. Reporting to the Financial Controller, he/she will be responsible, with the assistance of a small supporting team, for major aspects of the management reporting package, including the preparation of monthly, quarterly and annual financial statements.

The immediate project is a thorough and commercial review of the management information system with particular emphasis on manufacturing/costing systems.



#### c.£27,000 + CAR + BENEFITS

This role will therefore be highly visible and requires business awareness as well as "hands-on" technical and managerial skills.

Candidates will be qualified accountants with experience of operating in an industrial environment and who possess the drive to make a significant impact on the profitability of the business. To match your talents the Group offers an attractive package but more importantly success in this role will be rewarded by rapid career advancement within the Group's European sphere of activities.

Interested applicants should reply in confidence, detailing career and salary, to Tony Hodgins ACA, at Wheeler Thomas Hodgins PLC, Berwick House, Livery Street, Birmingham B3 2PB.

### ASSISTANT COMPANY SECRETARY

c.£30,000 + CAR

regarded as vital to the continued growth of the business. Candidates will be either company secretaries or qualified accountants who have relevant experience in managing the requirements of an international and acquisitive Group. You will need to possess the unusual combination of technical expertise, commercial judgement plus outstanding administrative flair. It would also be an advantage to have had some experience of corporation tax matters.



Interested applicants should reply in confidence, detailing career and salary, to Tony Hodgins ACA, at Wheeler Thomas Hodgins PLC, Berwick House, Livery Street, Birmingham B3 2PB.

CENTRAL LONDON

Lautro

to £33,000 + CAR

## Financial Controller

Lautro, the Life Assurance and Unit Trust Regulatory Organisation, was established following the 1986 Financial Services Act to regulate the marketing of life assurance and unit trust products. This high profile organisation now has some 650 members which include some of the UK's largest financial services companies. Its income is predominantly derived from annual membership subscriptions.

Reporting to the Chief Policy and Administration Officer, the Financial Controller will have direct responsibility for the finance function. Specific tasks include the provision of all financial and management information; development of structured and sophisticated financial controls; and computer systems; treasury management; and taxation.

Candidates will be Chartered or Certified Accountants with 18 months post qualification experience. Aged 27-32, conversant with Financial and Management Accounting and with practical experience of computers, they should be confident, hands-on and proactive. Strong communication skills and an ability to work effectively in a team environment are natural prerequisites.

Please send full personal and career details, including a daytime telephone number, in confidence, to Mark Spickett, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB. Please quote reference 547/FT on both envelope and letter.

Coopers & Lybrand  
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Executive  
Resourcing

## GROUP MANAGEMENT ACCOUNTANT

**A key contribution to successful investment  
c.£40K package plus benefits Age 28-38**

**3i** is Britain's biggest venture capital company. We invest in a broad range of companies, helping them to change and grow. With over 4,000 investments worldwide, our investment portfolio was valued at over £2.5 billion at the 31st March 1990. During the last financial year we invested £397 million in 1,026 companies.

We are installing new systems, based on HP9000 computers, which will provide for our accounting and management information needs into the 1990's. The development of a high-profile management accounting service within the group is the basis of the challenge we now offer an ambitious accountant.

You will be responsible for the preparation of group management accounts and budgets, together with a variety of other analyses for management and statutory requirements. Additionally, you will maintain valuations and provisions records for all 3i investments as an integral part of our annual and half-yearly accounting routines. You will manage, motivate and develop a high

calibre team and you will liaise extensively with senior management.

The need is for a graduate qualified accountant with at least five years experience of sophisticated management accounting and information systems, ideally gained within the financial sector. You must be fully conversant with Lotus 1-2-3 and have substantial experience of using and developing computer systems. An enthusiastic, "sleaves up" approach, an appetite for challenge and the ability to work under pressure will be essential.

Salary package will be around £40,000 plus comprehensive benefits including relocation assistance where appropriate and excellent prospects of developing your career with a market leader.

Please send your c.v. to: Paula Bates, Personnel Manager, 3i plc, 31 Homer Road, Solihull, West Midlands B91 3QA. Closing date Friday 9th November.

**3i** MAKE IT YOUR BUSINESS TO CHANGE

INVESTORS IN INDUSTRY

2000000000

1000000000

1000000000

## Financial Controller

**Rural East Midlands to £33,000 + Car + Relocation**

Our client is looking for more than your expertise and ability to head a financial function. This is a company where enterprise is foremost and business initiative is expected of all senior managers.

Housed in purpose-built premises in an attractive part of the East Midlands, the company plans a rapid expansion which will bring it to the forefront of its industry. It aims to achieve this through hi-tech innovation and the development of new applications for the product range. You would play an important part in this exciting period of change.

Your responsibilities will include:

- \* Financial management of the company.
- \* Development and control of MIS systems.
- \* Strategic planning.



Michael Page Finance

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Moreover, you will also be an integral member of the decision-making team.

So in addition to at least 3 years' post-qualification experience, preferably in a fast-moving environment, you must have the drive and flexibility to make a major contribution to the business.

In return, our client offers a salary that will fully reflect your experience, plus an executive car, pension scheme and relocation package.

Interested applicants should send a comprehensive CV to Richard Andrews at Michael Page Finance, Imperial Building, Victoria Street, Nottingham NG1 2EX.

**a move towards treasury**

## GROUP FINANCE MANAGER

Hampton Court

c£30,000 + car + bonus

Financed by substantial US venture capital, our client, through a series of strategically planned acquisitions, has become a key player in the international pharmaceutical services industry. Revenues in 1990 will exceed \$100 million.

The international headquarters has a small highly professional Corporate Finance Department. In order to strengthen it further, a Chartered Accountant aged up to 30, with commercial and preferably some treasury experience, is offered an important role. Reporting to the Group Chief Accountant, specific responsibilities will embrace the international treasury function, monitoring and improving operating companies' cash flows, and group tax planning. Ad hoc tasks will cover reporting, planning and acquisitions.

This is an exciting time to join such a group where initiative, hard work and bright ideas are well remunerated. There will be opportunities for some overseas travel.

Please write, enclosing a full career/salary history and daytime telephone number, to John Sleigh FCCA quoting reference J/951/ER.

## STOY HAYWARD

A member of Horwath International



## TAX DRIVEN FINANCIAL PLANNING

**No. 2 Role  
To £65,000 + Car**

**Brewer Morris**  
Pure Taxation Recruitment

The last decade has seen the transformation of Stoy Hayward from a predominantly London based practice with a sound reputation in certain specialist areas, into one of the leading firms in the country. With over 1500 staff and 130 partners nationally they successfully combine technical skills with commercial flair and acumen.

One of the most dramatic success stories has been the Personal Financial Planning Group, built from scratch in two years to fee income well in excess of £1.5 million. The team consists of 15 fee earners providing advice on all aspects of pension schemes and investment, products being directly placed through its own brokerage.

The group requires a No. 2 to the partner, departing fully in his absence and based in London. This is a critical appointment for the firm and responsibilities will include the management and supervision of tax and P.F.P. staff, their recruitment and/or replacement, management of budgets, and billing. Technically the role will have a much greater emphasis on mixed/personal tax experience, rather than P.F.P. in isolation.

Suitable individuals will be aged in their 30's or 40's, with a strong personality, proven management skills and preferably a background in mixed tax within a "top 20" firm of Chartered Accountants. Some exposure to P.F.P., or a strong interest in this area would be useful.

For further information contact:

**Mark Brewer** on (071) 936 2040

Brewer Morris, Ludgate House, 107 Fleet Street, London EC4A 2AB.

Evenings & Weekends: (081) 948 7703.

Bankers Trust is a leader in the field of global merchant banking with a well established reputation for creativity and innovation across a wide range of businesses. One of the largest and most profitable of these is Global Markets, the trading and investment banking division. To strengthen their Financial Control Group they are seeking two

## OUTSTANDING YOUNG ACCOUNTANTS

**Bankers Trust Company**

**HAYMARKET**  
Consultants

A specialist division of Korn/Ferry International

to work in the product groups which provide a full accounting service, with international scope, to the sales and trading areas in London.

Preferred backgrounds include:

- graduates aged between 25-35 years
- accounting qualification or MBA
- strong analytic and numeracy skills
- high intellect and creativity
- good communication and persuasive ability.

Identical candidates should have worked with one or more of the following capital markets or trading products, such as equity and interest rate derivatives, foreign exchange, futures, gilts, bonds or commodities. Familiarity with these products may have come through a background in banking, financial control, audit, consultancy or corporate treasury.

These positions are ideal for young accountants of exceptional potential, motivated to accept the challenge and career opportunities of one of the world's leading financial institutions.

Remuneration, by individual negotiation, will be a comprehensive package including car and mortgage assistance. Location: City.

Apply in the first instance to David Thompson, Haymarket Consultants, 1 Golden Court, The Green, Richmond, Surrey TW9 1EU with a full c.v. including details of your current remuneration.

## EUROPEAN FINANCE MANAGER

to £30,000

+ Bonus

+ Relocation

+ Benefits

+ Training

+ Travel

+ Other

+ Bonus

+ Relocation

+ Benefits

+ Training

+ Travel

+ Other

LONDON

c. £70,000 WITH BONUS + CAR

## FINANCIAL DIRECTOR, Finance

AEA Technology is the trading identity of the UK Atomic Energy Authority. It is a major force in the nuclear energy field, but is also diversifying into targeted markets for research and development services in other fields. This involves a fundamental programme of culture change and rationalisation. The strategy is geared to increasing profitability and acquiring a wider customer base in the UK and overseas.

As a member of the top team you will be closely involved in determining new strategies and working with other directors to implement them. Of key importance will be overseeing the development of accounting and management information systems needed to support this change of direction.

A qualified accountant, you will be already at board level in industry, possibly with a technological flavour. You will have experience of major financial systems design and...

implementation, and ideally of working within a multi-sites environment involving a number of business units. The AEA operates bonus schemes, and also provides customary executive benefits and an index linked pension.

Please send full personal and career details, including current remuneration level, in confidence to Edward Simpson, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, quoting reference ES752 on both envelope and letter.

Coopers & Lybrand Deloitte Executive Resourcing

## DIRECTOR OF FINANCE

## Design Practice

to £35,000

This successful international design practice based in Bristol has an extensive client base. Services carried out include Architecture, Engineering, Surveying and Interior Design. Following substantial growth and the creation of five offices in the South and West, a Director of Finance is required to join their energetic team.

With responsibility for the development and implementation of financial strategies, the key priority will be to enhance financial management, including working capital, financial controls and information systems. Working closely with the Board, the Director

will be actively involved in the development of the business and assessment of further opportunities. The requirement is for a qualified Accountant with approximately ten years' experience which should have included working in a partnership or a similar project based service company. A professional approach and strong communication skills are needed, coupled with a good understanding of accounting and management information needs of a developing service company.

Replies, in confidence, to Sarah Gilbert quoting reference FT/101.

**KPMG**

Peat Marwick Selection & Search

Richmond Park House, 15 Pembroke Road, Bristol BS8 3BG.

## YOUNG TAXATION SPECIALISTS

London 1990 - Reading Autumn 1991

With a pre tax profit in excess of £1 billion, our client has an enviable profile in its sphere of operations. Rapid growth in its diverse businesses and an injection of new dynamic management strategies, has necessitated the expansion of the Group Taxation function.

There now exists within the department a number of vacancies for high calibre individuals to take on challenging tax roles, which will encompass elements of UK and International advisory work.

Ideally, you will be in your mid to late 20's and will have already gained a solid grounding in UK Corporate Taxation as well as having successfully completed your accountancy studies.

**ROBERT WALTERS ASSOCIATES**  
RECRUITMENT CONSULTANTS  
Queens House, 1 Leicester Place, London WC2H 7BP  
Telephone: 071-437 0464

To £35,000 + Car

A working knowledge of PRT would also be highly advantageous. You will bring with you a drive and enthusiasm which will enable you to continue your career with the group both in the UK and worldwide.

As well as the advertised salary, you will be eligible for the full range of company benefits including, company share scheme and pension scheme. Where necessary, a generous relocation package is available.

To discover more regarding these exceptional opportunities, please contact Graham King on 071-437 0464, (evenings and weekends on 071-226 4557) or write to him, enclosing a detailed CV, at the address below.

## FINANCIAL CONTROLLER

West Africa

With a turnover in excess of £5 billion, our client is one of the world's best known names in FMCG. They now seek to further strengthen their international presence through a clearly defined strategy of expansion.

With specific attention focused on the potential that the West African markets provide, they now seek to appoint a Financial Controller to work alongside the recently appointed expatriate Managing Director.

Liaising closely with the marketing, production and distribution departments the role encompasses all areas of business support, strategy implementation and comprehensive financial management and control. The Financial Controller will also provide a full reporting service to Head Office in the UK.

**ROBERT WALTERS ASSOCIATES**  
RECRUITMENT CONSULTANTS  
Queens House, 1 Leicester Place, London WC2H 7BP  
Telephone: 071-437 0464

£40,000 Tax Free +  
Substantial Expatriate Benefits

Probably aged 28-40 the successful candidate will be a qualified Accountant with previous experience of financial control gained in Africa or elsewhere in the Third World. An FMCG background will be useful, while first hand experience of developing external relations and a rigorous approach to management are prerequisite. Fluency in French and English is essential.

To attract the quality of candidate that we are seeking the package will consist of a generous tax free salary, free furnished accommodation, fully expensed car plus the usual senior executive expatriate benefits.

Interested applicants should telephone Simon Hewitt on 071-437 0464, (fax 071-437 0597) or write to him, enclosing a detailed CV, at the address below.

## Financial Controller

Substantial Private Group

Outer S.E. London  
New Position

Our Client is a well-established, privately-owned Company with a record of sustained and profitable growth. Its annual sales revenues exceed £50 million from several successful, distinct but market-interrelated contracting, warehousing, importation and distribution businesses, each of which holds a leading position in its field.

In this newly-created role, reporting to the Managing Director, your initial task will be to review and integrate the diverse accounting, information and reporting needs of the Group companies. Specific duties, through control of a team of 40 people, will be management of the central accounting functions, Group data-processing, optimisation of company and project funding & foreign currency positions, financial supervision of group companies and ventures.

A graduate CA, CMA or CCA in your 30's to early 40's, you'll have a strong preference for effective man-management as an integral part of your job function. A credible communicator, motivator and accomplished team builder, you'll regard yourself as

**LICHTIN**  
Associates

£35,000 neg., Car

having a highly practical, 'can-do' mentality with well-balanced technical skills in the above areas. Your style will have been developed in a manufacturing, distribution or industrial-services environment. In particular, since the role requires both supervision and development of the MIS/DP function, you'll have a high standard of user-driven computer literacy in both mini and micro-based systems, having specified and/or implemented them before.

This new position offers exceptional opportunities for career progress and earnings growth in an open, informal, hard-working environment where personal initiative and contribution are encouraged, recognised and rewarded. In the first instance, you are asked to write, in complete confidence, to myself as Selection Adviser to the Company, quoting reference number 9012.

Paul Lichtin, Managing Director,  
Lichtin Associates Ltd,  
Margaret House, 67, Shooters Hill Road,  
Blackheath, London SE3 7HS

## COMPANY ACCOUNTANT

From £20,000 + car + bonus.

Biggin Hill, Kent

A rapidly expanding (zero to 25.5m turnover in 5 years) joint venture between two dynamic specialist food groups needs a young but commercially experienced Management Accountant. You will be responsible for accountancy, treasury and computer systems (reporting to the Group Finance Director) as well as taking on a broader hands-on commercial role, providing full margin analysis/cost control support to the Sales Director.

If you are 25-35, computer literate, with good man-management skills and wish to play a major role in our company, please send full CV to: Simon Blake, Leathers Larder Plc, 1 Bethwin Road, London SE5 0YJ

## FINANCIAL CONTROLLER

W11 £18,000 to £21,000

Qualified Accountant with minimum three years commercial experience to run accounts for music and video plc. This "hands on" role requires knowledge of all aspects of commercial accounting procedures and computer skills.

The ability to work under pressure is an asset.

Send C.V. to the Directors:  
THE FLYING MUSIC GROUP plc  
FM House, 110 Clarendon Road, London W11 2HR.  
Tel: 071-221 7799. Fax: 071-221 5016.

Our Client, a household name in Financial Services has created this new post to be responsible to the Director of Finance for overall control of internal and external reporting functions.

You will be a qualified Accountant with three years experience within the Life Insurance and Pensions Industry. You will head a group providing a full service including preparation of statutory and year end accounts, budgeting and forecasting and monthly management reports. This is a unique opportunity to initiate and develop procedures and you must have the drive and energy to integrate within a dynamic management team.

A generous remuneration package is on offer, together with excellent career prospects in this rapidly expanding company based in the Home Counties.

Applications, in strictest confidence, should be made to Tony Stevens, Christopher Little Consultants, 49 Queen Victoria Street, London EC4N 4SA. Tel: 071-236 5881.

Christopher Little Consultants  
International Recruitment Specialists

# Group Financial Controller

## Blue Chip Plc

To £50,000 + Bonus

Opportunity for a top class accountant to take a senior management position at the heart of a major, technology driven multi-national group.

**THE COMPANY**

- Well established, high quality British manufacturing Plc, providing innovative systems and products to the aerospace, maritime, defence, electronics and IT industries.
- Strong profitability and balance sheet. Unbroken record of growth to a turnover of £800 million.
- Major businesses in North America and worldwide.
- THE POSITION**
- Lead small head office team with full responsibility for all management and statutory accounting. Report to Group Finance Director.
- Drive and upgrade the forecasting, monitoring and control process, building on strong existing information systems.

Gloucestershire

FINANCIAL RECRUITING

LONDON • SLOUGH • BIRMINGHAM • MANCHESTER • BRISTOL • GLASGOW



+ 12

PQE

EAST BERKS £36,000 + car

**Management Consultant**

Technically-stimulating project accounting based role that will appeal to a youngish qualified with sales flair. Working for a top five practice, you will be using your manufacturing experience to implement systems solutions at clients' premises and providing commercial accounting advice on an ongoing basis. Maximise your sphere of influence. Ref: PQE 1510A4

Contact the Manager, 9 Peascod Street, Windsor, SL4 1DN  
0753 765777  
Opposite Marks & Spencers

Or the PQE Specialist advising on this appointment on 0753 766777

EAST BERKS £27,000 + car

**Company Accountant**

Rapid expansion by a medium-sized consumer goods supplier has created this management position that reports to the Managing Director. The successful candidate will supervise a small team, control the financial accounts, co-ordinate data flow from about fifty locations and be responsible for the computerisation of manual systems. Directorship prospects. Ref: PQE 1110B1

Contact the Manager, 164 High Street, Slough, SL1 1JP  
0753 765777  
By Next

Or the PQE Specialist advising on this appointment on 0753 766777

THAMES DITTON £25,000

**Senior Analyst**

This large, established organisation seeks a confident individual for a multifaceted role. You will monitor all aspects of group accounting and interpret financial information, making recommendations for change; and take on ad hoc investigations and consulting assignments. Active sports and social club, BUPA and subsidised canteen are among the benefits. Ref: 94975

Contact the Manager, 70 Clarence Street, Kingston, KT1 1NN  
081-547 3555  
Opposite C & A

Or the PQE Specialist advising on this appointment on 081 770 0500

**CLIENTS!**  
When you entrust your vacancies to us,  
we pay for the advertising.  
Phone our PQE Specialists on 071-489 9997  
(24 hour answering service)

HARROW

£25,000

**Financial Controller**

A challenging development role is available for a Qualified Accountant. The ability to take financial reins of this division is sought by the group headquarters. Full responsibility will be given for the financial procedures and controls and you will be able to contribute to the management of the company. Ref: 75564

Contact the Manager, 310a Station Road, Harrow, HA1 2DX  
081-427 0799  
Opposite Nat West

Or the PQE Specialist advising on this appointment on 0923 50350

DERBY

£24,000 + car

**Business Unit Accountant**

This manufacturing subsidiary of a major plc requires an energetic recruit to join its strong management team. You will be involved in the development of reporting systems, capital investment appraisal and contribute towards development of business strategy. This is a superb opportunity for someone seeking to step into senior management. Ref: 56646

Contact the Manager, 33 Long Row, Nottingham, NG1 2DR  
0602 419173  
In the old market square

WOKING

£24,000

**Qualified Accountant**

One of the world's largest enterprises seeks to recruit a qualified Chartered Accountant to join internal audit team. A technically demanding role which will provide an overview of the company and its strategies, it is envisaged the position will lead into line management in UK or overseas after two years. Ref: PQE 1010A5

Contact the Manager, 1 Cambridge Walk, Camberley, GU15 3SW  
0276 22232  
Next to Army & Navy

Or the PQE Specialist advising on this appointment on 0256 460399

**REED...**  
*accountancy*

89+

123

456

789

- X

+ 78

**FINANCIAL DIRECTOR-DESIGNATE**

c. £40,000

Our client, a leading menswear retailer with branches throughout the UK, requires an energetic individual who can work closely with the managing director in the development of the business.

The financial director-designate will be expected to be involved in the commercial decision-making process as well as having full responsibility for the accounting and administration function.

Candidates must be qualified, preferably with experience in retailing, and be able to work in a hands-on environment with a very closely-knit team.

Please send details of your career to date and contact telephone numbers to Jonathan Smith, Marylebone Consulting Group Ltd., 233-237 Old Marylebone Road, London NW1 5QT.

**FINANCIAL DIRECTORS**

To secure the best appointments at senior level needs more than good advice, accurate career objectives and succinct presentation. InterExec not only provides career advice to successful executives but also retains the unique facility of our subsidiary company InterExec to bridge the critical gap between consulting and the right job. InterExec maintains a unique data base which comprises 6,000 confidentially placed vacancies per annum, providing the only

If you are considering a move or need a new challenge then telephone (071-930 5041) for an exploratory meeting without obligation.

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